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Oakland's Economy in the 1990's: Workshop Series Handbook and Access Guide

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**Oakland's Economy in the
1990's : Workshop Series
Handbook and Access
Guide**

Oakland Forum

June 1991

University of California at Berkeley

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Working Paper 91-05

(formerly CO 003)

Oakland's Economy in the 1990's: Workshop Series Handbook and Access Guide

Oakland Forum

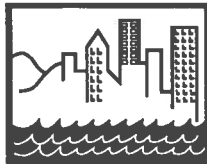


The University-Oakland Metropolitan Forum is a partnership of the University of California at Berkeley; California State University, Hayward; Mills College; Holy Names College; the Peralta Community College District; and the Oakland community.

University of California at Berkeley
Institute of Urban and Regional Development

Oakland's Economy in the 1990's

A Series of Workshops



The City and the Region
May 10, 1991



Project Development
May 17, 1991



Jobs, Workers & Economic Development
May 31, 1991



Strategic Planning
June 14, 1991

WORKSHOP HANDBOOK & ACCESS GUIDE

September 1991 Reprint

PRODUCED BY THE UNIVERSITY-OAKLAND METROPOLITAN FORUM
PRINTING MADE POSSIBLE BY PG&E

Oakland's Economy in the 1990's

Building a Common Information Base for Planning and Action

**Henry J. Kaiser Convention Center Ballroom
10 Tenth St., across from Laney College and the Oakland Museum
Friday Afternoons
1:30 to 4:30 p.m.**

**For Information Contact:
University-Oakland Metropolitan Forum
643-9103**

- **This book accompanies the workshop series. It contains background information about the presentations, an Access Guide to many useful reports, and a number of other features. Please bring it with you to each of the workshops.**

CITY OF OAKLAND



CITY HALL • ONE CITY HALL PLAZA • OAKLAND, CALIFORNIA 94612

Office of the Mayor
Elihu M. Harris
Mayor

415 273-3141
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TO THE PARTICIPANTS IN THE WORKSHOP SERIES: OAKLAND'S ECONOMY IN THE 1990s:

On behalf of the City I welcome you to this unprecedented opportunity to develop your knowledge and understanding of our community. I believe that the future of Oakland must be built by the cooperation and participation of those who live and work in the city. When each participant takes responsibility to become educated on the condition of the city as a whole, we can all work together for a strong, healthy community, a city which will serve all of its constituents.

The University-Oakland Metropolitan Forum has compiled information on many aspects of Oakland's economy, and has gathered speakers who are knowledgeable and experienced in local issues and projects. This workshop series will provide you with up-to-date information on Oakland's development patterns, employment trends, and planning processes.

I thank the Forum for organizing this valuable series and I thank you for participating.

A handwritten signature in dark ink, appearing to read 'Elihu Harris', with a large, stylized initial 'E'.

Elihu Harris
Mayor of Oakland

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Oakland Office of Economic Development and Employment, October 1988

INTRODUCTION

Section 1

Oakland's Economy in the 1990's

Introduction

THE WORKSHOP SERIES

These workshops, this binder, and the larger Sourcebook: *Oakland's Economy in the 1990's*, have been assembled because it is important to build a common base of information for planning and action. The workshops are open to any persons interested in building a sound local economy and promoting effective planning. The sessions will include a cross-section of policy makers, business leaders, community activists, city staff and other participants in economic development. We will hear from many of Oakland's leading researchers, planners, and community developers, and participants will contribute their own ideas and suggestions as well.

Since 1987 the Forum has collected a large number of reports, studies, news articles, and sources of raw data about Oakland's economy and population. We have also contributed our own reports to this collection as we have sought to determine where the local economy is headed and what kinds of planning and community action would make sense for Oakland.

THE SOURCEBOOK

Late last year the Forum staff culled through the collection of reports and contacted more than three dozen organizations to obtain the latest documents. We produced a large edited compendium of report summaries, known as *Oakland's Economy in the 1990's: A Sourcebook of Community Development Issues Facing the Cities, Its Neighborhoods, and the Region*. With the generous support of PG&E, we were able to provide the Sourcebook free of charge to organizations and individuals around Oakland. It was first distributed at the 1990 Holy Names College Symposium for Business Leaders. As of April 1991, more than 600 copies are in circulation, with at least 200 more to be added soon.

The volume and diversity of the available information is striking. There is a great deal of data here that governments, businesses and nonprofit organizations can use to plan for their futures, and with which people can understand and critique the larger forces shaping the city and the region. Much of the material in the Sourcebook has been public for some time, but not as widely known as it ought to be.

Introduction (cont.)

WORKSHOPS TO BUILD THE KNOWLEDGE BASE

However valuable the Sourcebook may be, the sheer quantity of plans and analyses can also reinforce frustrations that Oakland has been “studied to death,” or that much local and regional planning has been a substitute for, rather than a prelude to action. Regardless of the efficacy of past projects, we in Oakland still have a great deal of unfinished business when it comes to planning for our collective future. That is where we hope the workshops can play a productive role:

- to assist community developers in making the best use of the work that has already been done;
- to contribute to effective judgments about planning for community economic development in the future;
- to broaden our individual perspectives, so that we see the practical connections between the different aspects of community development.

RELATED COMMUNITY-BUILDING AND PLANNING ACTIVITIES

These workshops are taking place in the midst of several critically important community-based planning ventures. For example, they represent the second phase of a process which began with last October’s **Symposium for Business Leaders** at Holy Names College, in which Oakland’s Economy in the Context of the Region was explored by business leaders, educators, and urban planners for an audience of 250. These workshops are more of a hands-on, detailed approach to the kinds of information presented or called for by the Symposium speakers.

The workshops also follow closely upon the two gatherings of Oakland's **Community Economic Development Summit** held in February and April of this year. More than 100 citizen group leaders, nonprofit agency staff and city officials developed action agendas for a variety of issues such as housing, child care, and employment. More fundamentally, they closely examined and assessed the "delivery system" for community development in this city: how do we do things now, what has worked in other cities, what structural changes might we want to explore? As many of the Summit participants use these workshops they will be thinking not only about their respective organizations, but about the community economic development system as a whole, and that broader perspective is a real strength that Oakland is developing.

Most importantly, the workshops come at the beginning of the three-year process to develop a strategic plan for our city. **Oakland: Sharing the Vision** will be a broadly inclusive, far-reaching, and implementation-oriented project. Its "kick-off" meeting in April attracted more than 500 people who received healthy doses of inspiration and background information, and who then developed a vision of Oakland in the year 2015 and five goals through which to reach that vision. Those goals include a healthy economic base and vital, safe neighborhoods, so the substance of these workshops is central to the strategic planning process. Participants at the kick-off were invited to the workshops, and the Forum will be making its information available to **Oakland: Sharing the Vision** throughout its planning and implementation phases.

All of this activity signals a great deal of optimism and determination to develop an economically healthy community. We hope that these materials contribute to that spirit and those efforts.

How to Use this Handbook

This handbook consists of three sections:

**Introduction to the Workshop Series;
Access Guide to the Sourcebook; and
Workshop Summaries.**

Section One, Introduction to the Workshop Series, consists of general information on the series and the materials which support it, including the Sourcebook (*Oakland's Economy in the 1990s*). This section will help you understand what you can expect to get out these sessions.

Section Two, the Access Guide, contains summaries of key articles from the 800 page Sourcebook *Oakland's Economy in the 1990s*. These summaries are arranged by workshop topic, so they can be used as a quick reference guide to the available information. You may want to glance over these summaries prior to the workshops. This will give you helpful (but not necessary) background for the small group activities.

Section Three, Workshop Summaries, gives an annotated agenda for each workshop, biographies of the speakers, blank pages for your workshop notes, and small group exercise descriptions. The summary for the first workshop is in this binder. Each subsequent summary will be handed out at the respective workshop, for you to place in your binder. If you miss a workshop, extra summaries will be available at subsequent workshops or from the Forum office.

This handbook has been prepared so that you can record your own notes and comments and to serve as a reference guide to the information and issues presented during the conference. Please let us know how we can improve the handbook and the conference workshops in the future. We welcome your comments.

Acknowledgements

WORKSHOP PLANNING GROUP

This group of volunteers, convened by the Forum's Economic Development Steering Committee, worked with the staff over five months to design and implement the workshops.

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About the Forum

The University Oakland Metropolitan Forum is a partnership dedicated to using the resources of the colleges and universities to enhance the quality of life in the Oakland region. Participating institutions of higher education include Holy Names College, Mills College, Peralta Community College District, California State University, Hayward, and the University of California at Berkeley. The Forum is broadly representative of the community, with over 850 persons involved at this time, and provides settings for nonpartisan analysis, discussion, and leadership on critical issues facing Oakland.

Panels on Economic Development, Education and Youth, and Civic Vision serve as the principal operating units for the Forum's ongoing activity. Each panel, led by respected community leaders, develops its mission and work plan through meetings of the full panel and its steering committee. Task forces are formed to follow through on more specific issues and projects.

Major funding for the Forum's general program, including this workshop series, is provided by: William & Flora Hewlett Foundation, The San Francisco Foundation, the City of Oakland/the Oakland Redevelopment Agency, Bank of America Foundation, and the U.S. Department of Housing and Urban Development.

Please address inquiries about the Forum and its publications to: University-Oakland Metropolitan Forum, Institute of Urban and Regional Development, 316 Wurster Hall, University of California at Berkeley, Berkeley, California, 94720. Telephone: (415) 643-9103.

Oakland's Economy in the 1990's

The Sourcebook

**The Access Guide on the
following pages summarizes
documents from the sourcebook,
*Oakland's Economy in the
1990's*, that are relevant to this
workshop series.**

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

Transitions to Work: Education for the Workforce Needs of the Nineties and Beyond

A Series of Five Seminars

Seminar 1: Changes in the Oakland/Bay Area Economy

Presentations by John Landis, Cynthia Kroll, and Manuel Perry
University-Oakland Metropolitan Forum, Working Paper No. 018, May 1990

Brief Description

- Discusses the challenges and opportunities for Oakland's economy in terms of business climate factors, employment gains and losses, and competition from surrounding communities.
- Lists economic development strategies, outlines components of a preferred "back to basics" development strategy.
- Presents regional trends which affect location of housing and business growth.

Charts and Tables

- List of most important business climate factors
- List of problems local businesses have in recruiting workers
- Brief summary of employment gains and losses from 1981-1986 by sector, with some comparison with surrounding region
- Summary of economic development strategies

Sample

Most of all, the back to basics strategy needs to emphasize job training and education. Here are four programs which would substantially improve the quality and employability of Oakland's under-employed resident workforce:

1. Take post-high-school job training out of the public sector and give it to a consortium of those private companies who are Oakland's major employers. These are the companies that create jobs, that need workers, and that know what skills are marketable. Public sector placement programs, as currently structured, are not really addressing the problems.
2. Rebate Oakland business license taxes and some property taxes to companies that successfully train and employ - for a year or more - unemployed Oakland residents.
3. Set up and pay for three months of real job training for all firms who relocate in Oakland.
4. Work with the rebounding Oakland public school system to develop "magnet" school centers of excellence: not only around high-tech subjects like bio-technology, but more importantly, around basic business skills, skilled trades, and retailing.

These are policies which the city can pursue which would attract new investment. These programs might be expensive in the short run, but in the long run, Oakland cannot afford to do without them.

Where to Find It

The University-Oakland Metropolitan Forum, c/o The Institute of Urban and Regional Development, 316 Wurster Hall, UC Berkeley, Berkeley, CA 94720. TEL. 415-643-9103.

Full report is 29 pages. Sourcebook includes Seminar 1 in Section 1A1, and Seminars 2-4 in Section 3C.

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

The Downsized Economy: Employment and Establishment Trends in Oakland; 1981-1986

University-Oakland Metropolitan Forum, Working Paper No. 008, January 1989.
Summarized in Issue Brief No. 001

Brief Description

- Detailed account of gains and losses in Oakland's private sector employment, 1981-1986.
- Reviews specific industries and neighborhoods where there were significant job gains and losses.

Charts and Tables

- Oakland employment by sector: 1981-1986
- Oakland business establishments by sector: 1981-1986
- Oakland business establishment size distribution by industry sector 1981, 1986*
- Oakland businesses by size: 1981-1986 — average size, change and percentage change, basic and nonbasic sectors*
- Oakland employment by industry group (2-Digit SIC Code), 1981-1986
- Employment change by sector for Oakland and Alameda County, Bay Area and U.S., 1981-1986
- Major job-gaining and job-losing industry groups by zipcode district: 1981-1986*

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Comparing Oakland to Alameda County, the Bay Area, and the Nation

While Oakland's employment was declining slightly during the early 1980s, places outside the city were steadily increasing employment. From 1981 to 1986, Oakland lost 1.3 percent of its jobs; at the same time, Alameda County increased its employment by 12.4%, and the Bay Area grew by an even larger 15.5%. Even the U.S. as a whole gained a healthy 8.4% increase in jobs. (See Figure 4)

Looking at the individual sectors of the economy, Oakland generally did worse than the county, the region, or even the nation. Though manufacturing has been steadily declining in the county and the nation as a whole, this decline was even a bit higher in Oakland (at -11.1%). (The Bay Area went against this trend by increasing 3.1 percent — mostly due to the rise of high-tech manufacturing in Santa Clara County).

Trade has been an area of dramatic U.S. employment growth in recent years. Yet both retail and wholesale trade employment declined in Oakland. Transportation, communication and utilities have also been generally increasing its demand for labor over the years. Yet this was the very sector that showed the greatest decline in Oakland employment; the 26 percent

drop in the city contrasts acutely with the nearly 24 percent increase in county-wide employment.

Figure 4: Employment Change (in Percent) by Selected Sector for Oakland (1981-86) vs. Alameda County, the Bay Area, and the U.S. (1980-1985)

<u>Sector</u>	<u>Oakland</u>	<u>Alameda Co.</u>	<u>Bay Area</u>	<u>U.S.</u>
Agriculture	46.7%	77.8%	34.9%	31.7%
Mining & Extraction	55.8	-16.7	88.7	-5.3
Construction	9.1	0.6	4.4	0.1
Manufacturing	-11.1	-10.5	3.1	-8.1
Transport, Commu- nications & Utilities	-26.0	23.7	-3.7	4.0
Wholesale Trade	-1.5	22.3	27.8	7.9
Retail Trade	-8.2	17.7	16.2	12.0
Finance, Insurance & Real Estate	6.8	1.3	15.2	13.7
Services	13.2	25.9	29.6	25.3
Total	-1.3	12.4	15.5	8.4

Source: U.S. Census Bureau, County Business Patterns; Oakland Forum estimates of Oakland employment.

Services, as well as the complex of finance, insurance and real estate (FIRE), have been the two sectors of greatest employment growth in Oakland.

Where to Find It

University-Oakland Metropolitan Forum, c/o Institute of Urban and Regional Development, 316 Wurster Hall, UC Berkeley, Berkeley, CA 94720. Telephone: 643-9103.

Full report is 55 pages. Sourcebook includes 4-page Issue Brief. (Section 1A1)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

Annual Planning Information: Alameda County

State of California Employment Development Department, June 1989

Brief Description

- Discusses Alameda County unemployment rates compared to California and the U.S.
- Discusses current jobs and projected job growth by industry in Alameda County
- Presents information on public assistance in Alameda County

Charts and Tables

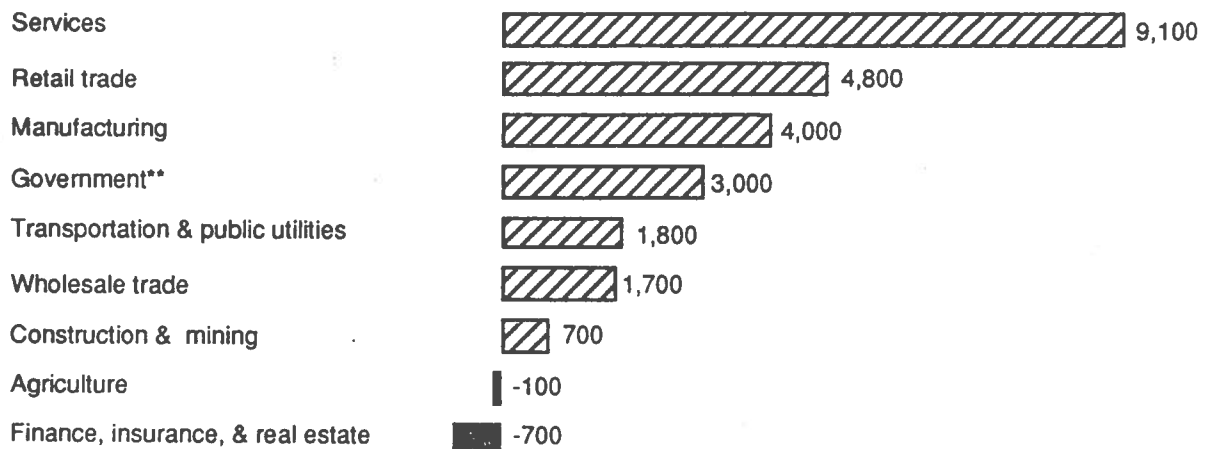
- Alameda County population by city: 1980, 1985, 1988*
- Unemployment rates 1983-1988, in Alameda County, California and U.S.
- Wage and salary employment by industry, 1987-1990
- Job and job growth by industry, 1988-1990
- Jobs by industry, annual average 1988
- Jobs in government, 1988 estimates
- Jobs in wholesale trade, 1988 estimates
- Occupational assessment tables, Alameda County 1989*

* This chart or graph is in the original document but was not included in the Sourcebook summary.

OAKLAND'S ECONOMY IN THE 1990'S

Sample

Alameda County
Job Growth by Industry Division*
1988 - 1990



- * Employment is by place of work and does not include persons involved in labor-management trade disputes.
- ** Includes all civilian government employees regardless of activity in which engaged.

Charts and Tables *cont.*

- Public assistance recipients by program, Alameda County 1986-1988
- Characteristics of AFDC recipients, Alameda County 1986-1988
- Job Training Partnership Act (JTPA) planning information for Oakland Service Delivery Area, 1989, selected characteristics by age*
- Civilian labor force, employment and unemployment, 1983-1988

Where to Find It

Labor Market Information Division, Employment Development Department, P.O. Box 7774, San Francisco, CA 94120. Telephone: 557-3052.

Sourcebook includes excerpts of June 1989 edition. (Section 1A2)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

Projections '90: Forecasts for the San Francisco Bay Area to the Year 2005

Association of Bay Area Governments, December 1989

Brief Description

- Presents projections of population, jobs and household income in Alameda County from 1980 to 2005
- Gives projections of jobs by sector in Alameda County
- Discusses Alameda County economy in terms of jobs, housing needs, and infrastructure constraints

Charts and Tables

- Projections of jobs by industry sector in Alameda County to 2005
- Projections of households, employed residents and income in Alameda County to 2005
- Comparison of household growth with housing unit potential, County Subarea and City, 1985-2005
- Potential infrastructure constraints to growth, short term and long term, by County Subarea and City
- Projected job demand by sector for each city, 1990 2005
- Projected labor force by age and sex: Alameda County 1980-2005

All above charts reproduced for other eight Bay Area counties, as well as regional demographic and economic highlights.

OAKLAND'S ECONOMY IN THE 1990'S

Sample

Potential Infrastructure Constraints to Growth			
Alameda County			
Subarea	Infrastructure Constraint	Short Term	Long Term
North County	Roads		X
Alameda			
Albany			
Berkeley			
Emeryville			
Oakland			
Piedmont			
Central County	Roads	X	X
San Leandro			
San Lorenzo			
Castro Valley			
Hayward			
South County	Roads	X	X
Fremont	Schools	X	
Newark	Sewerage Capacity		X
Union City	Solid Waste		X
	Water Supply/Distribution	X	X
East County	Roads		X
Dublin	Schools	X	
Pleasanton	Sewerage Capacity	X	X
Livermore	Sewerage Outflow Capacity	X	X
Remainder	Solid Waste		X
	Water Supply/Distribution		X

the household demand could shift into the unincorporated area. Expected job demand in Alameda County, as well as neighboring counties, makes housing production a critical concern.

Infrastructure Constraints

Throughout Alameda County, infrastructure problems could affect growth in both the short term (1989-1994) and the long term (1995-2005). Inadequate roads are a pervasive problem, although sales tax measures and private financing sources are available to fund some improvements. The capacity of existing sewerage facilities is a potential constraint to growth along with schools, water, and solid waste in the South and East County areas. In the East County area, sewerage outflow capacity is a serious concern in both short and long terms. The 1995 household forecasts in East County communities assume a slowdown in growth between 1990 and 1995 to reflect this sewage disposal/export problem.

Subregional Study Areas

The 17 subregional areas in Alameda County include cities, spheres of influence, and unincorporated urban areas. The Alameda, Albany, Berkeley, Emeryville, Piedmont, and Oakland areas correspond to cities. San Leandro, Hayward, Union City,

Charts and Tables *contd.*

- Projected total population by city, 1980-2005
- Projected total jobs by city, 1980-2005
- Projected Bay Area mean household income by county and region, 1980-2005

Where to Find It

Association of Bay Area Governments, P.O. Box 2050, Oakland, CA 94604-2050. Telephone: 464-7900.

Covers all nine Bay Area Counties. Sourcebook includes excerpts. (Sections 1A3 and 2B)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

The San Francisco Bay Area Seaport Plan

Prepared for Metropolitan Transportation Commission and San Francisco Bay Conservation and Development Commission, March 1989

Brief Description

- Discusses the history and functions of the six publicly used ports in the San Francisco Bay Area
- Presents issues pertaining to the development of the port system in the Bay Area
- Discusses findings, recommendations and implementation strategies for the Seaport Plan

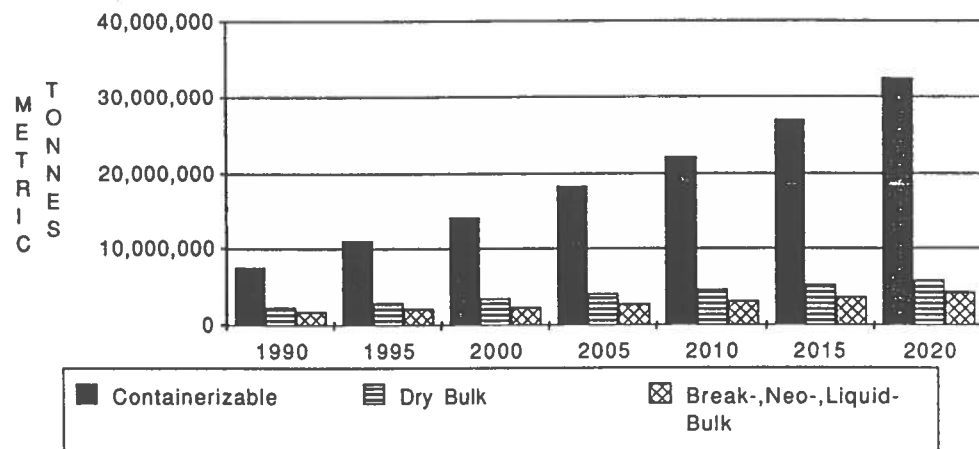
Charts and Tables

- West Coast Port Development Chronology: 1840-1980
- San Francisco Bay Area Cargo Baseline Forecasts, 1978-2020*
- Lead time considerations for construction of new facilities*
- Initial dredging projections; depth, quantity and cost*
- Demand for new marine terminals through 2020*
- Assorted maps of terminal sites and channels*
- Transportation actions of regional concern, by subregional area*

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Sample

Figure 3. BASELINE FORECAST



Where to Find It

Metropolitan Transportation Commission. 101 Eighth St., Oakland, CA 94607.
Telephone: 464-7700.

Sourcebook includes excerpts. (Section 1B4)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

Profile of Alameda County

Report of the Ad Hoc County Economic Development Committee to the Alameda County Board of Supervisors, February 1990

Brief Description

- Provides economic overview of Alameda County relative to the Bay Area
- Subcounty profiles (North, South and East County)
- City profiles
- Discusses Alameda County industry and employment trends
- Discusses critical issues and recommendations for the County with respect to growth, labor market competitiveness, and business climate

Charts and Tables

- Alameda County area, population, labor force and employment as percent of Bay Area
- Alameda County population and employment growth compared to the Bay Area, 1970-1990
- Unemployment in Alameda County, Bay Area and State, 1980-1987
- Employment profile, Alameda County subareas
- Employment concentration and distribution by sector and County subareas
- Employment by sector as share of total economy, growth in employment, 1980-1986

* This chart or graph is in the original document but was not included in the Sourcebook summary.

OAKLAND'S ECONOMY IN THE 1990'S

Sample

EXPANDING AND CONTRACTING INDUSTRIES IN ALAMEDA COUNTY 1980-1986

Fastest Growing Industries

RANK	INDUSTRY GROUP	EMPLOYMENT			
		1980	1986	CHANGE	%CHANGE
1	Business Services	21,082	31,993	10,911	51.8%
2	Eating and Drinking Places	20,708	29,465	8,757	42.3%
3	Wholesale — durable goods	20,220	24,584	4,364	21.6%
4	Health Services	29,247	33,167	3,920	13.4%
5	Communication	7,500	10,391	2,891	38.5%

Contracting Industries

EMPLOYMENT					
RANK	INDUSTRY GROUP	1980	1986	CHANGE	%CHANGE
1	Transportation Equipment	9,919	5,681	(4,238)	-42.7%
2	Fabricated Metal Products	10,245	7,512	(2,733)	-26.7%
3	Primary Metal Industries	4,299	2,623	(1,676)	-39.0%
4	Food Processing	12,539	11,035	(1,504)	-12.0%
5	Banking	6,638	5,300	(1,338)	-20.2%

SOURCE: County Business Patterns; Alameda County Admin. Office

Charts and Tables *contd.*

- Expanding and contracting industries in Alameda County 1980-1986
- Fastest growing industries in Alameda County, 1980-1986
- Projected population and employment changes: Alameda County 1990-2005*

Where to Find It

Alameda County Ad Hoc Economic Development Committee, 1221 Oak Street, 5th Floor, Oakland, CA 94612. Telephone: 272-6984.

Sourcebook includes excerpts. (Section 1C1)

See also the Alameda County Economic Profile, by Economic and Planning Systems, Inc.

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

The San Francisco Bay Area Economy: A Profile of the Region as it Approaches the 1990s

Cynthia Kroll and Efza Evrengil
Center for Real Estate and Urban Economics,
Working Paper No. 89-160, May 1989

Brief Description

- Presents summary of development conditions facing the region
- Provides extensive data indicating changes in the San Francisco Bay Area economy over the past decade

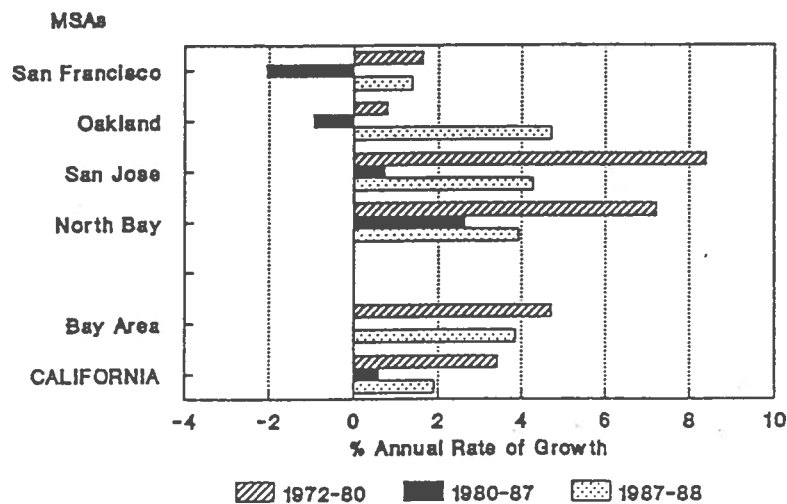
Charts and Tables

- Labor force quality indicators by Bay Area County
- Wage and salary workers by industry, California and the Bay Area, 1972-1988
- Annual rates of growth in manufacturing in Bay Area MSA's and State
- Annual rates of growth in FIRE (Finance, Insurance & Real Estate) sector in Bay Area MSA's and State
- Comparisons in occupations, Bay Area, State and nation, 1980
- Growth in real total personal incomes in Bay Area, State and nation
- Unemployment in Bay Area Counties, 1970-1988*
- Growth of households, employment, housing units and office space, 1970-1988*
- Total Bay Area housing units and vacancies, 1980-1988*

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Sample

FIGURE 2: ANNUAL RATES OF GROWTH IN MANUFACTURING IN BAY AREA MSAs AND STATE



Source: CREUE from EDD data.

Charts and Tables *contd.*

- Bay Area single family housing market trends, 1967-1988*
- Comparison of population, employment and traffic growth in Bay Area subregions, 1980-1988*

Where to Find It

Center for Real Estate and Urban Economics, 2680 Bancroft, Suite A, University of California, Berkeley, CA 94720. Telephone: 643-6105.

What It Is

The Changing Structure of the Bay Area Economy: Interdependence not Independence

Raymond Brady

Association of Bay Area Governments, Working Paper No. 87-1, March 1987

Brief Description

- Discusses the strength and challenges of the Bay Area economy.
- Discusses of the impacts of the changes in the U.S. economy on the Bay Area economy.
- Presents projections of future job growth in the Bay Area economy over the next ten years
- Analyzes relationship between growth management and economic development

Charts and Tables

- Distribution private sector jobs in Bay Area and California, by sector, 1964-1984
- Projected distribution of new jobs by industry, U.S. and Bay Area economies, 1985-1995
- Distribution of job growth in Bay Area by sector, 1974-1984
- Projected impact of aggregate development policies on future job and labor force growth by Bay Area County, 1980-2005

OAKLAND'S ECONOMY IN THE 1990'S

Sample

Table 2

Forecast Distribution of New Jobs By Industry

	U.S. Economy 1984-1995	Bay Area Economy 1985-1995
Construction	5%	8%
Manufacturing	9%	18%
Transport., Commun., Util.	5%	7%
Trade	26%	29%
Finance, Insur., Real Estate	7%	7%
Services	48%	31%

Source: U.S. data: "A Second Look at Industry Output and Employment Trends Through 1995," Monthly Labor Review, November 1985. Bay Area Data: Preliminary Projections 87, ABAG, March 1987.

The only significance in Table 2 is found in the different distributions of employment between the Bay Area and U.S. economies. In particular, because of the high concentration of high tech type industries in the Bay Area, manufacturing growth is expected to account for 18% of the total new job growth, as opposed to only 9% for the U.S. economy as a whole. As a result, service's share of total job additions in the Bay Area is considerably less than U.S. economy.

Where to Find It

Association of Bay Area Governments, P.O 2050 Oakland 94605-2050,
Telephone: 464-7900.

Full report is 13 pages. Sourcebook includes entire article. (Section 1C2)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

Oakland's Tax and Space Costs for Business Compared with Other Bay Area Cities.

John Gruenstein, Denise Lai, and Mia Gray

BPA Economics, Inc. (prepared for the City of Oakland), May 1990

Brief Description

- Compares business, property and other tax rates, office space rental and purchase costs, and business amenities between Oakland and selected Bay Area cities

Charts and Tables

- Annual cost of rented space (office, industrial and warehouse) plus taxes by Bay Area city, small and large firms
- Annual cost of purchased space (office, industrial and warehouse) plus taxes by Bay Area city, small and large firms
- Oakland's business tax rates, 1989*
- Business license tax rates for selected cities*
- Additional taxes for Oakland and nine Bay Area cities (transient occupancy, real estate transfer and property taxes)*
- Sample taxes for types of model firms by city*
- Price per sq. ft. of industrial and warehouse space by city*
- Average rents for office, industrial and warehouse space by city*
- Business license tax and rental costs for types of model firms by city*

* This chart or graph is in the original document but was not included in the Sourcebook summary.

OAKLAND'S ECONOMY IN THE 1990'S

Sample

Table 1

Total Costs for Rented Office Space

Assumptions:

SMALL FIRM:		LARGE FIRM:	
Employees	10	Employees	500
Square Ft	2,500	Square Ft	125,000
Gross Rcp	\$699,000	Gross Rcp	\$34,948,000
Payroll	\$302,000	Payroll	\$15,083,000

A: ANNUAL COST OF RENTED SPACE PLUS TAXES

	Small firm	Large Firm
SAN FRANCISCO*	\$80,027	\$3,991,528
SAN FRANCISCO+	\$69,527	\$3,466,528
OAKLAND CBD	\$60,619	\$3,030,973
WALNUT CREEK	\$53,422	\$2,663,147
HAYWARD	\$45,897	\$2,296,448
CONCORD	\$40,068	\$1,993,396
RICHMOND	\$39,420	\$1,962,240
SAN RAMON	\$37,550	\$1,875,250
OAKLAND AIRPORT	\$37,219	\$1,860,973

Note: Taxes for rented property include business license tax only.

Note: San Francisco (+) represents the exclusion of the highest Class A office space. San Francisco (*) represents all Class A office space.

Where to Find It

BPA Economics, 440 Grand Ave. #500, Oakland, CA 94610-5085. Telephone: 465-7884.

Sourcebook includes executive summary. (Section 1C4)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

California Employment Growth and Office, Industrial, and Retail Markets, 1990

From *Quarterly Report*, 1990:2

Cynthia Kroll and Dina Tamura

Center for Real Estate and Urban Economics, 1990

Brief Description

- Discusses employment growth in California, 1989 and 1990
- Discusses regional economic strengths and weaknesses by California subarea and major city
- Examines building activity and vacancy rate in California by subregion

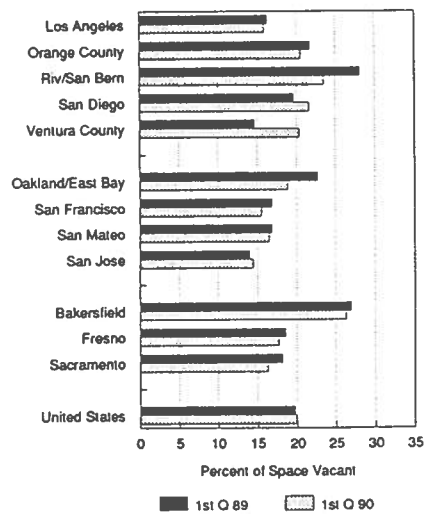
Charts and Tables

- Industrial, office and retail permits issued in California, 1980-1989
- Nonagricultural, manufacturing and wholesale employment growth, 1988-89 by region and major city
- FIRE, services and retail employment growth, 1988-89 by region and major city
- Industrial permit value 1988-89 by region and major city
- Office permit value 1988-89 by region and major city
- Nonresidential building permit activity, 1989-1990, by sector, for California regions and major cities
- Office and industrial vacancy rates, 1989 and 1990 (first quarter) by region and major city

OAKLAND'S ECONOMY IN THE 1990'S

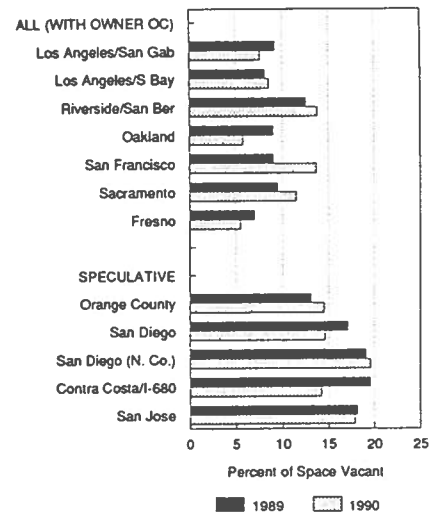
Sample

FIGURE 5
Metropolitan Area
Office Vacancy Rates,
1989 and 1990 (First Quarter)



Source: Coldwell Banker, Grubb & Ellis,
Charles Tingey, SMCEDA.

FIGURE 6
California Metropolitan Area
Industrial Vacancy Rates,
1988 and 1989



Source: Grubb & Ellis.

Where to Find It

Center for Real Estate and Urban Economics, 2680 Bancroft, Suite A, University of California, Berkeley, CA 94720. Telephone: 643-6105.

Sourcebook includes entire article. (Section 1C4)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

20 Fastest Growing Occupations: California 1987-2000

Projections of Employment by Industry and Occupation, California 1987-2000

Labor Market Bulletin: First Quarter 1990 State Employment Development
Department, 1990

Brief Description

- Discusses industry trends in East Bay, first quarter 1990.
- Forecasts employment growth to year 2000.

Charts and Tables

- Twenty fastest growing occupations, California 1987-2000
- Unemployment rate, Oakland Area, 1989*
- Employment indicators in area and state, first three months of 1990*
- Wage and salary employment by industry, Oakland area, 1989 - 1990*
- Increasing educational requirements for U.S. jobs, 1984-2000*

* This chart or graph is in the original document but was not included in the Sourcebook summary.

OAKLAND'S ECONOMY IN THE 1990'S

Sample

**TWENTY FASTEST GROWING OCCUPATIONS
CALIFORNIA 1987 - 2000**

Occupation	1987	2000	Number of New Jobs	Percent Change
Paralegal Personnel	10,910	22,900	11,990	109.9%
Tax Preparers	4,290	8,290	4,000	93.2%
Data Processing Equip Repairers	13,880	26,630	12,750	91.9%
Photoengraving, Litho Mach Ops	1,010	1,850	840	83.2%
Emply Interviewers--Priv or Pub	6,080	11,130	5,050	83.1%
Systems Analysts--Elec Data Proc	49,190	89,360	40,170	81.7%
Home Health Aides	11,800	21,400	9,600	81.4%
Computer Programmers	48,220	86,320	38,100	79.0%
Med Records Techni and Technol	5,540	9,760	4,220	76.2%
Law Clerks	3,210	5,650	2,440	76.0%
Computer Programmer Aides	13,770	23,950	10,180	73.9%
Physical Therapists	6,780	11,730	4,950	73.0%
Data Keyers--Composing	1,860	3,170	1,310	70.4%
Safety Engineers--Except Mining	3,570	6,040	2,470	69.2%
Social Welfare Service Aides	2,780	4,670	1,890	68.0%
Elect and Electronic Engineers	80,850	135,740	54,890	67.9%
Offset Lithographic Press Setters	8,780	14,690	5,910	67.3%
Credit Analysts	4,080	6,760	2,680	65.7%
Lawyers	45,380	74,990	29,610	65.2%
Lecturers	3,250	5,340	2,090	64.3%

Source: California Projections of Employment by Industry and Occupation 1987-2000,
Employment Development Department

Where to Find It

Labor Market Information Division, EDD, P.O. Box 3534, San Francisco, CA 94120.
Telephone: 557-3025.

Full report is 4 pages. Sourcebook includes excerpts. (Section 2A)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

The Bay Area Economy: A Region at Risk

Bay Area Economic Forum, March 1989

Brief Description

- Discusses the Bay Area's current economic challenges.
- Provides history and assessment of Bay Area's economic strengths, and points out emerging weaknesses.
- Presents six questions that will shape our future.
- Discusses a regional agenda.
- Gives results of survey of business and government leaders on economy and challenges ahead.

Charts and Tables

- Indicators of Bay Area growth; population, households, jobs, labor force and household income, 1985 and 2005 (two scenarios)
- Average annual Bay Area growth, past and forecast; population, households, jobs, labor force for periods of 1972-1980, 1980-1988, and 1990-2005 (two scenarios)
- Growth in job demand and labor supply, 1980-2005
- Results of survey of Bay Area business and government leaders on economy and challenges.

OAKLAND'S ECONOMY IN THE 1990'S

Sample

Table 1
Indicators of Bay Area Growth (000)

	1985	2005 Forecast/% Change	
		Scenario A	Scenario B
Population	5,532	6,663 20%	6,800 23%
Households	2,094	2,666 27%	2,700 29%
Jobs	2,805	3,894 39%	4,300 53%
Labor Force	3,036	3,912 29%	4,200 38%
Household Income (1985\$)	\$39,200 (A) \$40,600 (B)	\$47,400 21%	\$50,800 25%

Sources: ABAG, Pacific Gas & Electric Company

Table 2
Average Annual Bay Area Growth, Past and Forecast

	1972-80	1980-88	1990-2005 Scenarios	
			A	B
Population	98,000	77,000	48,000	63,000
Households	42,000	30,000	27,000	30,000
Jobs	93,000	54,000	51,000	74,000
Labor Force	73,000	58,000	38,600	58,000

Sources: ABAG, Pacific Gas & Electric Company

Where to Find It

Bay Area Economic Forum, 847 Sansome Street, San Francisco, CA 94111. Telephone: 981-6600.

Full 24-page report is out of print; a summary is available at no charge. Sourcebook includes entire article. (Section 3A)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

Targeting Industries in Oakland **A First Look: Telecommunications, Health Insurance and Recycling and Waste Management**

University-Oakland Metropolitan Forum, Issue Brief No. 003, May 1989

Brief Description

- Describes nationwide economic trends in these industries
- Discusses telecommunications, health insurance and recycling and waste management as target industries for Oakland, in terms of employment growth potential, locational factors, and other issues

Charts and Tables

- Telecommunications services: trends and forecasts (national figures) 19780-1988
- Average hourly wage in selected industries, U.S., 1985
- Projected employment growth in selected health professions and their rank among the 20 Fastest growing occupations in the U.S., 1982-1995
- U.S. employment in selected medical sectors, 1984-1995
- Ten largest Bay Area health maintenance organizations (ranked by Bay Area enrollees), 1988

Table 5: The Ten Largest Bay Area Health Maintenance Organizations (ranked by Bay Area enrollees), 1988

<u>Rank</u>	<u>Organization</u>	<u>Number of Local Enrollees</u>	<u>Year Begun</u>
1.	Kaiser Permanente (Oakland)	1,103,150	1945
2.	Lifeguard (Campbell)	107,000	1979
3.	Take Care Corp. (Oakland)	101,740	1978
4.	Bay Pacific Health Plan (San Bruno)	90,000	1979
5.	Heals (Emeryville)	62,000	1981
6.	Maxicare/Health America (Burlingame)	60,000	1984
7.	Health Plan of America (Richmond)	32,658	1980
8.	IPM Health Plan (Vallejo)	25,000	1979
9.	Children's Hospital Health Plan (San Francisco)	22,000	1978
10.	French Health Plan (San Francisco)	18,000	1851

Source: *San Francisco Business Times*

Where to Find It

University-Oakland Metropolitan Forum c/o Institute of Urban and Regional Development, 316 Wurster Hall, UC Berkeley, Berkeley, CA 94720. Telephone: 643-9103.

Full report is 4 pages. Sourcebook includes entire article. (Section 3B)

Note: for more detailed information, see the three Forum Working Papers on which this Issue Brief is based: WP-005 *The Telecommunications Service Sectors: Industrial Trends and Prospects for Oakland*; WP-006 *The Health Insurance Sector: Industrial Trends and Prospects in Oakland — An Interim Report*; and WP-007 *Recycling and Waste Management: Industrial Trends and Prospects for Oakland — An Interim Report*.

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

Business Perception of Oakland's Business Climate: Results of the Oakland Business Retention Survey

University-Oakland Metropolitan Forum, Issue Brief No. 006, February 1990

Brief Description

- Presents Oakland business' ratings of Oakland business climate factors.
- Discusses labor quality and availability in Oakland.
- Lists Oakland businesses' expansion and relocation plans.

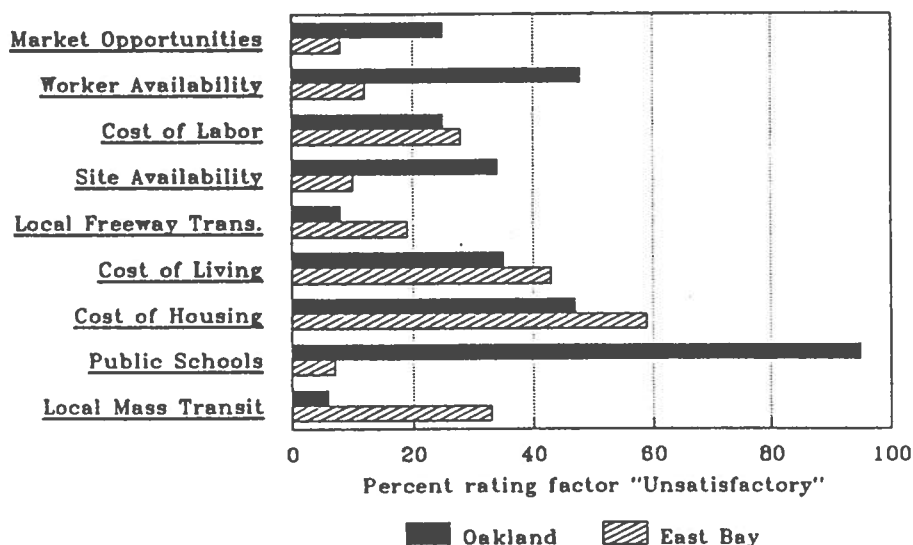
Charts and Tables

- Survey respondent industry, firm size, and tenure in Oakland*
- Business climate factors: negative ratios (percent rating unsatisfactory): Oakland vs. East Bay
- Top five business climate factors: percent rating Oakland unfavorable by industry sector
- Top five business climate factors: percent rating Oakland unfavorable by relocation plans, industry, employment and years in Oakland*
- Full-time employment by industry and tenure (for the survey sample)
- Ratings of City services and agencies*
- Types of difficulties filling open positions, by industry sector

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Sample

Figure 1: Business Climate Factors Negative Ratios: Oakland vs. East Bay



Charts and Tables *contd.*

- Labor recruitment difficulties by type of position
- Sources of new employees*
- Expansion and relocation plans within the coming year, by industry, employment and years in Oakland*

Where to Find It

University-Oakland Metropolitan Forum, c/o Institute of Urban and Regional Development, 316 Wurster Hall, UC Berkeley, Berkeley, CA 94720. Telephone: 643-9103.

Full report is 17 pages. Sourcebook includes 4-page Issue Brief, which is a summary of the article. (Section 3B)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop I.

What It Is

Implementation of the Regional Development and CED Project

Mtangulizi Sanyika and James Head
National Economic Development and Law Center, August 1990

Brief Description

- Discusses regional development issues and their relationship to community economic development (CED), with particular reference to lower income communities and non-profit agencies.
- Presents the design for a regional development and CED project throughout selected Bay Area cities.
- Provides profiles and recommendations for ways in which regionalism can promote community economic development.

Charts and Tables

None.

SUMMARY AND RECOMMENDATIONS REGIONAL DEVELOPMENT AND LMI POPULATIONS

1. Efforts to promote Regionalism and enhance the competitive position of the BayArea economy must consciously design growth policies which foster a corporate-distributive approach to development. Such an approach seeks to ensure that growth produces benefits for ethnic minorities, low income persons and other economically disadvantaged persons, thus reducing the "Haves - Have Not" polarity and enhancing the competitive position of the Region.
2. All three sectors, nonprofit, private and public should re-think the development paradigms of the 80s (individualized city by city growth or no-growth policies which minimally focus on special needs and at risk populations) and creatively develop a new paradigm suitable for the 90s. Such a new "sustainability paradigm" must include: 1) the interrelationship between Jobs, Housing and Transportation, 2) the new racial/ethnic/linguistic demographic mix of the Region, 3) the limits of municipal level policy making, 4) the mismatch between jobs and people and, 5) the relationship between competitive position and the quality of life for At Risk and other regional populations.

Where to Find It

National Economic Development and Law Center, 1950 Addison Street, Ste. 200, Berkeley, CA 94704. Telephone 548-2600.

Executive Summary is 21 pages. Sourcebook includes entire executive summary. (Section 3G)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop II.

What It Is

Downtown Oakland Profile: Retail

Prepared for: Oakland Office of Economic Development and Employment.

Prepared by: Keyser Marston Associates, Inc., April 1987

Brief Description

- Analyzes market potential of retail space in downtown Oakland
- Illustrates ethnic makeup, socioeconomic characteristics, and purchasing information of the trade area population
- Summarizes existing and proposed retail space in downtown Oakland

Charts and Tables

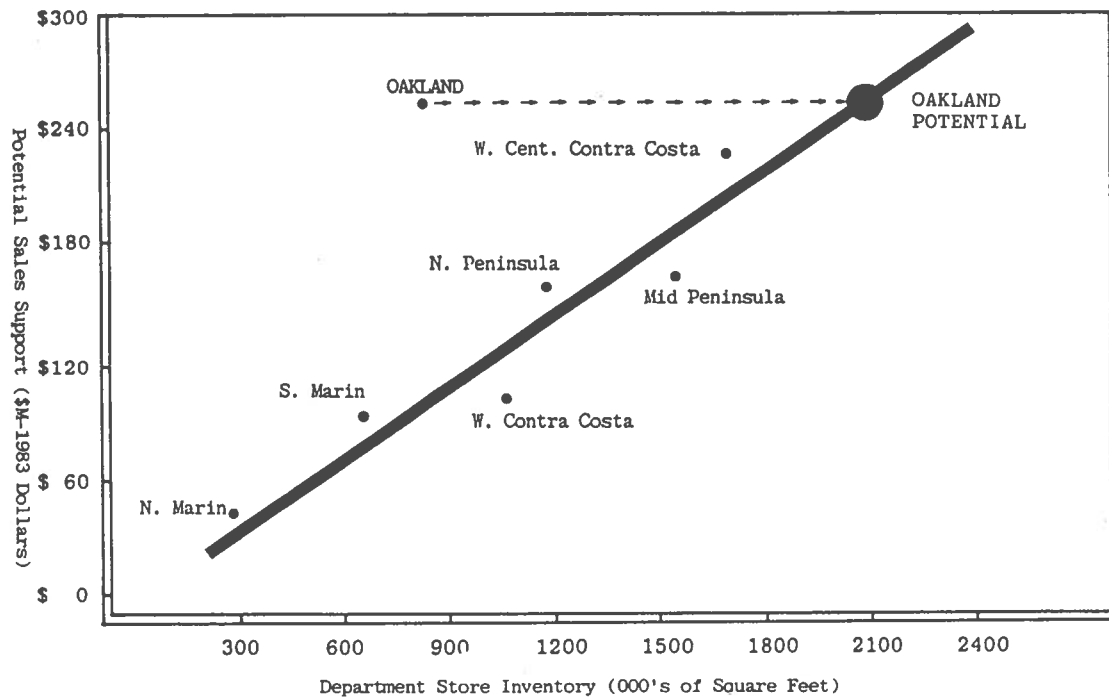
- Map of the Oakland Trade Area
- Map of Oakland retail space, proposed and under construction
- Trade area demographic characteristics
- Trade area expenditure potential for residents, commuters, and visitors by type of establishment
- Comparison of potential sales of area retail centers by store size, given as a representation of retail supply and demand
- Downtown Oakland retail inventory, store size by store type on Broadway and by total downtown
- Various retail projects' size and target market

OAKLAND'S ECONOMY IN THE 1990'S

Figure 2

Sample

OAKLAND RETAIL PROFILE Selected Trade Areas Department Store Supply And Demand



Source: Keyser Marston Associates, Inc.
April 1987

Where to Find It

Project Development Division, Office of Economic Development and Employment, 1333 Broadway, 9th Floor, Oakland, CA 94612. Telephone: 273-3692.

Full report is 13 pages. Sourcebook includes entire article. (Section 1A1)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop II.

What It Is

Downtown Oakland Profile: Office

Prepared for: Oakland Office of Economic Development and Employment.

Prepared by: Keyser Marston Associates, Inc., April 1987

Brief Description

- Provides assessment of the market for office space in downtown Oakland
- Recounts the historical development of office projects in Oakland, as well as the new and proposed projects
- Lists trends as indicators for future demand for Oakland office space

Charts and Tables

- Growth in various Oakland office sites since 1930
- Current location and size of Oakland office vacancies in 1983 and 1987
- Major office projects in Oakland, by type, space rentable, date built, and major tenants.
- Map locating major office projects in Oakland
- Annual net absorption of office space from 1978-1987 for Oakland

OAKLAND'S ECONOMY IN THE 1990'S

Sample

Table 1

DOWNTOWN OAKLAND OFFICE PROFILE
HISTORIC OVERVIEW
OFFICE SPACE INVENTORY (1)
(As of Spring 1987)

<u>Date</u>	<u>Lake Merritt</u>	<u>City Center</u>	<u>Remainder of Downtown</u>	<u>Downtown Oakland</u>
January 1930	407,500 SF	1,337,000 SF	-- SF	1,744,200 SF
January 1950	616,700 SF	1,336,700 SF	-- SF	1,953,400 SF
January 1960	1,788,700 SF	1,728,700 SF	-- SF	3,517,400 SF
January 1970	2,954,700 SF	1,728,700 SF	12,000 SF	4,695,400 SF
January 1980	3,568,700 SF	2,478,700 SF	121,000 SF	6,168,400 SF
January 1984	3,942,700 SF	2,914,700 SF	225,000 SF	7,082,400 SF
January 1985	4,542,700 SF	3,039,700 SF	265,000 SF	7,847,400 SF
January 1986	5,793,700 SF	3,199,700 SF	265,000 SF	9,258,400 SF
January 1987	5,793,700 SF	3,286,700 SF	265,000 SF	9,345,400 SF

Where to Find It

Office of Economic Development and Employment, 1333 Broadway, 9th Floor, Oakland
CA 94612. Telephone: 273-3692.

Full report is 14 pages. Sourcebook includes entire article. (Section 1A5)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop II.

What It Is

Alameda County Real Estate 1990, A Retrospective: Oakland in the Eighties

Grubb & Ellis, 1990

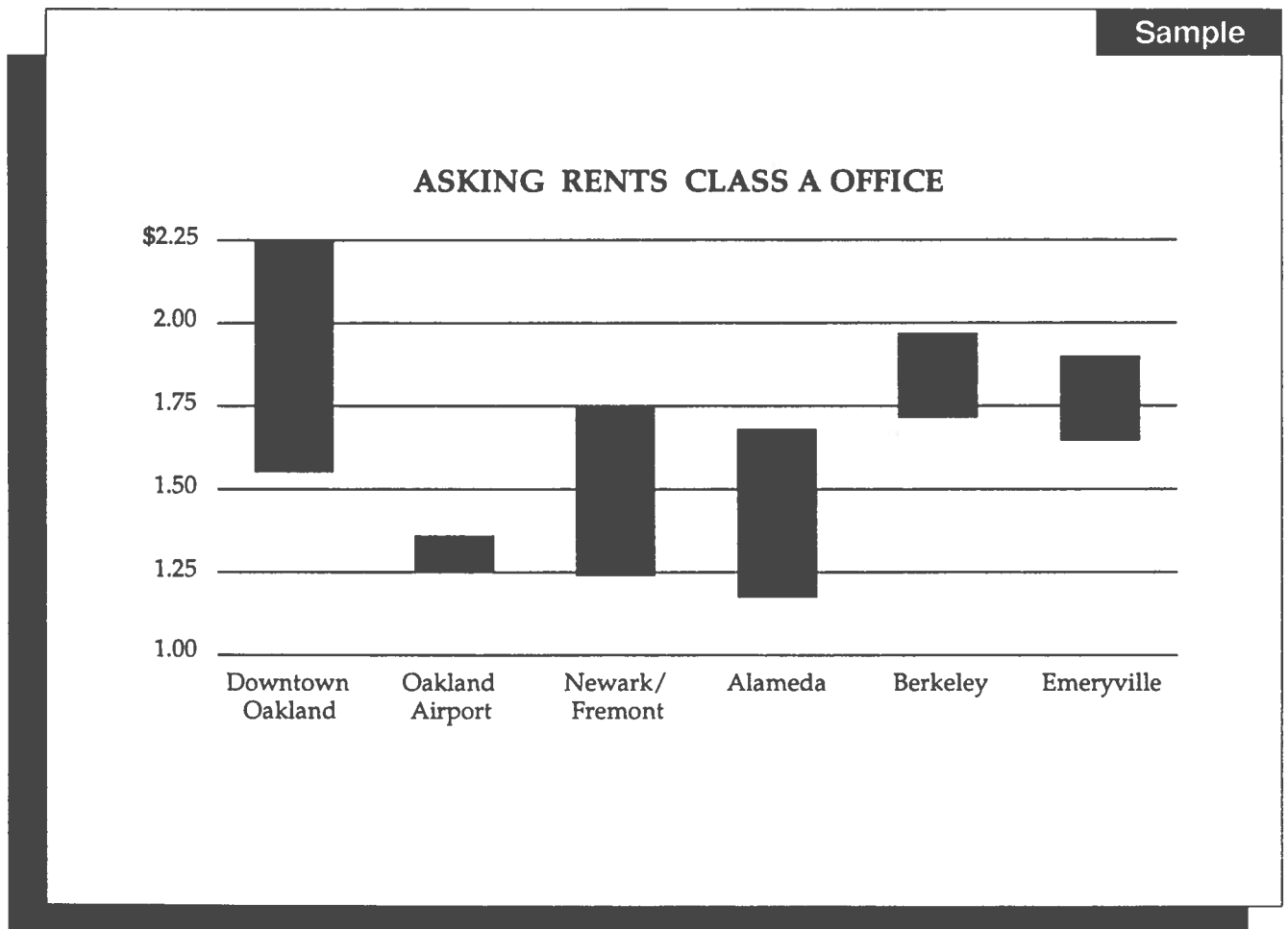
Brief Description

- Abstract of the recent history and current status of the Oakland real estate market
- Economic overview and recounting of the effects of the Loma Prieta earthquake
- Outlook and present condition for the office, retail, industrial, and investment properties for the East Bay, including Greater Oakland, west Contra Costa County, and southern Alameda County

Charts and Tables

- Inventory, vacancies, and absorption of office space in downtown Oakland before and after the earthquake
- Comparative rents for class A office space for Oakland, and nearby cities
- Inventory, vacancy, and absorption rate of offices in Oakland and nearby cities
- Absorption of industrial property and space availability for separate East Bay locations
- Industrial property vacancies, inventory, and absorption for Oakland as compared to nearby cities
- Distribution of Bay Area retail among neighborhood space, community, strip centers, and promotional

OAKLAND'S ECONOMY IN THE 1990'S



Charts and Tables *contd.*

- Average rental rates distributed between neighborhood, community, strip, and promotional space
- Retail vacancy, as distributed for the above charts
- Investment property capitalization rates, 1983-1989

Where to Find It

Grubb & Ellis, 475 - 14th St., Ste. 1250, Oakland, CA 94612. Telephone: 444-7500.

Full report is 19 pages. Sourcebook includes entire article. (Section 1A5)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop II.

What It Is

City of Oakland 1990-91 Adopted Policy Budget

Financial Summaries

Oakland City Manager's Office, May 1990

Brief Description

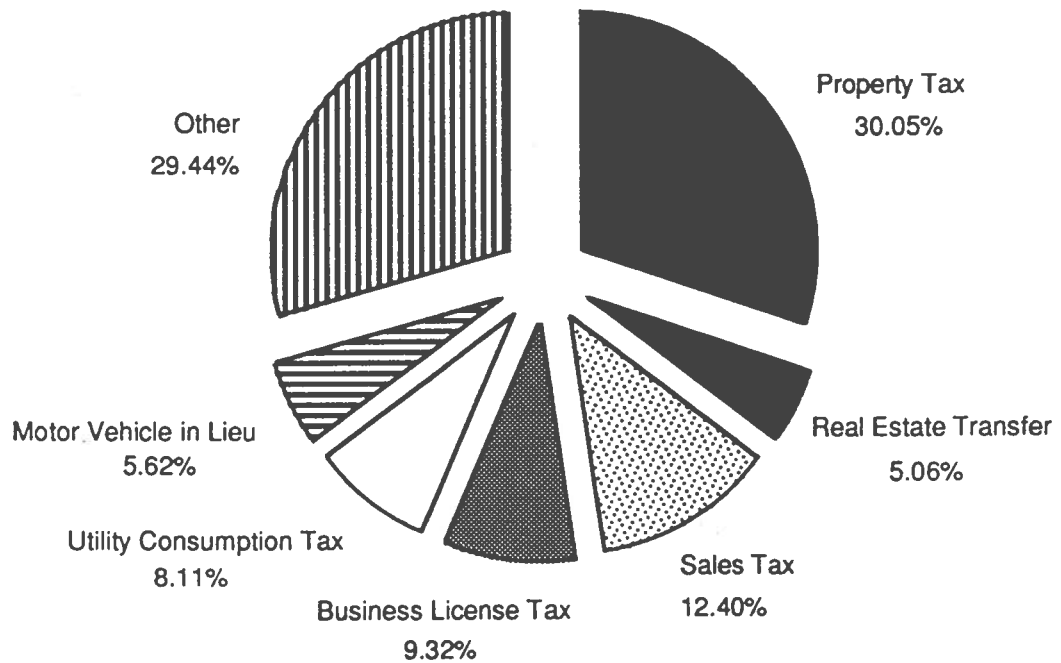
- Presents financial summaries from the official policy budget as adopted by Oakland City Council
- Gives accounting of revenue sources, financial obligations, and their distribution

Charts and Tables

- Summary of budget by broad categories and fund group
- Revenue and fund transfers by fund group and revenue sources
- Allocations of funds among city departments by fund group
- Description of different city-levied taxes, fees, charges, and received grants and subsidies
- Description of revenue by revenue source, 1987-present
- Revenue from all funds, per 10,000 population
- General Purpose revenue source, 1987-present
- Revenue by source over time, compared with rise in the consumer price index
- Revenue allocation among City departments, 1987-present
- General purpose allocations, 1987-present

Sample

Major Revenues as a Percent of Total



Where to Find It

City Clerk, City of Oakland, 475 14th Street, 9th Floor, Oakland, CA, 94612. Telephone: 273-2130.

Sourcebook includes excerpts. (Section 1A6)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop II.

What It Is

OEDE Activity Information Sheets: Business Development and Foreign Investment Divisions and Summary Sheets on Downtown Projects

Oakland Office of Economic Development and Employment, 1990

Brief Description

Gives summaries of:

- International Trade and Foreign Investment Program (ITFIP)
- Commercial Rehabilitation Loan Program
- Economic Development Administration Revolving Loan Fund
- Neighborhood Commercial Revitalization Action Plan
- HUD Section 108 Loans to Businesses
- Preservation Park, Old Oakland, the Housewives Market, Hotel II, Acorn Plaza Shopping Center, Pacific Renaissance Center/Chinatown Development Project, the Federal Office Building, Downtown Retail/Mixed Use Center, the City Center Project, and the Convention Center/Hyatt Regency Hotel

Charts and Tables

None

Sample

Commercial Rehabilitation Loan Program

CITY
OF
OAKLAND

OFFICE OF
ECONOMIC
DEVELOPMENT &
EMPLOYMENT

BUSINESS DEVELOPMENT DIVISION



PURPOSE

The City of Oakland established a Commercial Rehabilitation Loan Program with the Bank of America which provides below market rate financing for commercial improvements within targeted neighborhood commercial areas.

ELIGIBILITY

Applicants must be the owner or lessee of the building to be rehabilitated. The commercial property must be located within a target area.

WHAT FUNDS CAN BE USED FOR
Interior and exterior rehabilitation. New signs, awning and paint. Facade enhancement is encouraged.

Project Financing

Up to 100%

Loan Fee

None

Trust Deed Required

First deed of trust preferred

Time to Allow for Loan Approval

45 days

STEPS TO ACQUIRE LOAN

- 1) Applicant contacts the OEDE's Business Development Division (BDD)
- 2) BDD will review applicant's loan request and determine eligibility for the program. Eligible applications will be forwarded to the designated loan officer at Bank of America
- 3) Loan Officer evaluates application then informs BDD of the Bank's decision.
- 4) Bank of America then processes applications.

FINANCIAL DOCUMENTATION REQUIRED

- 1) Evidence of property ownership or lease that extends at least 6 months beyond terms of the proposed loan.
- 2) General contractor's license number and a copy of the contractor's bid.
- 3) A cost breakdown of the rehabilitation work.
- 4) Two years complete IRS income tax filings.
- 5) Applicant's personal financial statements, not more than 60 days old.

Contact

Business Development Division
Office of Economic Development
and Employment

Where to Find It

Office of Economic Development and Employment, 1333 Broadway, 9th Floor, Oakland CA 94612. Telephone: 273-3692.

Sourcebook includes all one-page summary sheets. (Section 1A7 and 1B1)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop II.

What It Is

Status Report on Major Redevelopment Projects, City of Oakland

Interoffice Letter, City of Oakland

Oakland Office of Economic Development and Employment, July 1990,
January 1991

Brief Description

Interoffice letter to the City Manager giving the status of redevelopment projects, which include the City Center; the Federal Building; Preservation Park; the Foreign Trade Zone; Chinatown; Acorn Shopping Center; Housewives Market, Neighborhood Commercial Revitalization; the Martin Luther King, Jr. Plaza Project; and Old Oakland.

Charts and Tables

None

Sample

CITY OF OAKLAND Interoffice Letter

To: Administrator, Redevelopment
Agency/City Manager Attention: Henry L. Gardner Date: July 10, 1990

From: Office of Economic Development and Employment

Subject: STATUS REPORT ON MAJOR REDEVELOPMENT PROJECTS

The following is an updated status report on the major redevelopment projects being planned and/or implemented by the Oakland Redevelopment Agency. The last report was made to the Agency on November 21, 1990. Staff will continue to provide status reports every six (6) months.

Where to Find It

City Clerk, 475 14th Street, 9th Floor, Oakland, CA 94612. Telephone: 273-2130.

Full report is 17 pages. Sourcebook includes entire article. *Note:* First printing of Sourcebook has July 1990 letter; second printing has January 1991 version. (Section 1B1)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop II.

What It Is

Community Infrastructure Problems

Third in a Series of Surveys of Bay Area Planning Departments

Raymond Brady

Association of Bay Area Governments, Working Paper No. 90-1, June 1990

Brief Description

- Summarizes results of a survey of Bay Area planning departments regarding pressing infrastructure problems facing these departments
- Measures infrastructure problems as a restraint to growth, and discusses actions which are being undertaken to respond to the problems

Charts and Tables

- Series of tables showing planners ratings of infrastructure problems by problem, type of planner, size of city, etc.*
- Ratings for cities of 100,000 or more of severity of problems such as schools, roads, water supply, sewerage capacity, outflow capacity, and solid waste
- Series of tables showing responses to the separate problems, by city size

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Table 10

Response to Perceived Infrastructure Problems
by Planners in Jurisdictions in the Population Range of 100,000 or
Greater

	Severe	Critical	Nuisance	No Problem
Schools	0%	0%	80%	20%
Roads	0%	100%	0%	0%
Water Supply	0%	0%	20%	80%
Sewerage Capacity	0%	40%	40%	20%
Outflow Capacity	0%	60%	0%	40%
Solid Waste	0%	0%	40%	60%
Overall	0%	33%	30%	37%

Note: Sewerage Capacity refers to plant processing facilities and Out-flow Capacity refers to pipes used to mover sewerage.

Source: *Infrastructure Survey, December 1989, ABAG.*

Where to Find It

Association of Bay Area Governments, P.O. Box 2050, Oakland, CA 94604-2050.
Telephone: 464-7900.

Sourcebook includes excerpts. (Section 3D)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop II.

What It Is

Small Business and Local Economic Development: Opportunities in Oakland

Andrea Morgan

University-Oakland Metropolitan Forum, Working Paper No. 011, May 1989

Brief Description

- Discusses the role of small business in the economic life of a city. Extensive data on employment and distribution by sector and neighborhood
- Discusses small business assistance programs in Oakland
- Recommends small business development policy for Oakland

Charts and Tables

Percentage of jobs generated by size of firm, together with changes over time*

Minority ownership of Oakland's retail and service establishments, 1982*

Oakland establishments by industrial sector, size and employment, over time*

Results of cluster analysis of groupings of industrial sectors*

Summary of interviews with selected small business assistance agencies, defining the roles they see for themselves

* This chart or graph is in the original document but was not included in the Sourcebook summary.

OAKLAND'S ECONOMY IN THE 1990'S

Sample

TABLE 5.1

SUMMARY OF INTERVIEWS WITH SELECTED ASSISTANCE AGENCIES

	Oakland Business Devel. Corporation	East Bay Small Bus. Devel. Center	Golden State Business League	California Regional
FTE Staff	8	3	15	8
Age	15	4	20	11
Referrals to Other Agencies:				
-- M&TA	---	---	EBSBDC (startup only)	EBSBDC MBDC
-- Loan Packaging	---	OBDC Cal Regional	MBDC Cal Regional OBDC	EBSBDC MBDC
-- Capital	banks	banks	banks SBA Cal Regional	SBA
What are your main programs?				
1	loans	M&TA	procurement	loans
2	M&TA	loan pkg	mkt asst	
3		training	bonding	
Who are the system's important players?				
1	EBSBDC	OBDC	OEDE	N/A
2	GSBL	GSBL	Public Works	
3	Cal Regional	Cal Regional	Port	
4	MBDC	MBDC		
5	OEDE	Port		
What would help you do your job better?				
1	more M&TA	evaluation	followup on M&TA clients	system leadership
2	startup training	procurement		expanded EBSBDC
3		loan packaging		
4		targeted new training		

SOURCE: Interviews with agency personnel; see References for names.

Where to Find It

University-Oakland Metropolitan Forum c/o the Institute of Urban and Regional Development, 316 Wurster Hall, University of California, Berkeley, CA 94720.
Telephone: 643-9103.

Full report is 80 pages. Sourcebook includes excerpts. (Section 3E)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop II.

What It Is

Oakland Community Credit Needs Assessment City of Oakland

Prepared for: Office of Community Development and the Office of Economic Development and Employment

Prepared by: David Paul Rosen, Rosen and Associates, February 1989

Brief Description

- Identifies credit needs and problems, as well as the market for those credit needs within Oakland
- Identifies discriminatory lending practices that deny credit to small business, community-based organizations, affordable housing developers, first time, minority, and/or low income home buyers

Charts and Tables

- Local and absentee ownership of commercial businesses in East Oakland, 1978*
- Local absentee ownership of commercial properties in East Oakland, 1978*
- Selected 1988 median single-family sales prices within Oakland's Community Development Districts*
- Summary of Oakland's affordable housing credit needs*
- Deposits at East Oakland Savings and Loan Associations and commercial banks
- Number of mortgage loans and volume of mortgage lending to East Oakland and the rest of Oakland by type of lender, 1970-1975 total

* This chart or graph is in the original document but was not included in the Sourcebook summary.

OAKLAND'S ECONOMY IN THE 1990'S

Sample

These samples of respondent remarks cited below give voice to this concern:

"(Lender X) very clearly states verbally their redlining practices. In many lenders, it's blatant internally. You'll never get anyone to admit it though. It's subtle."

--- Credit Officer, SBA Specialty Lender

"The FHA appraiser said "any white person caught in that area would be dead in the morning.""

--- An Appraiser

Where to Find It

David Paul Rosen and Associates, 6048 Chelton Drive, Oakland, CA 94611. Telephone: 530-0892.

Full report is 113 pages. Executive Summary is 18 pages. Sourcebook includes excerpts from the executive summary. *Note:* A second related report has also been prepared in 1991. For more information contact Rosen and Associates. (Section 3E)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop II.

What It Is

MTC Presents Emissions Reduction Plan

Air Currents

Bay Area Air Quality Management District, July 1990

Brief Description

Summarizes different components of the Metropolitan Transportation Commission's plan to use Transportation Control Measures and other programs to reduce area air pollution.

Charts and Tables

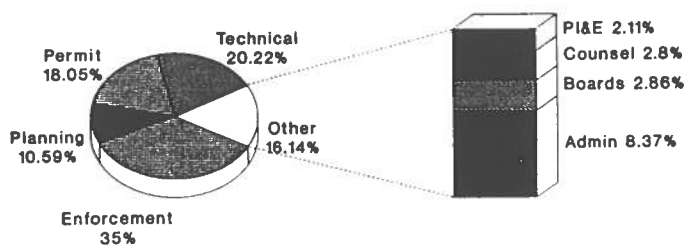
Pie chart showing allocation of Bay Area Air Quality Management District's 1990-91 budget

Sample

Approved 1990-91 Budget:

\$24,317,755

BAY AREA AIR QUALITY MANAGEMENT DISTRICT BASE LEVEL OPERATIONS Fiscal Year 1990-91



Percentages include applied costs for
Building Maintenance, Information Sys,
Personnel and Vehicle Maintenance

Where to Find It

Bay Area Air Quality Management District, 939 Ellis Street, San Francisco, CA
94109. Telephone: 771-6000.

Full report is 3 pages. Sourcebook includes entire article. (Section 3F)

The Bay Area '91 Clean Air Plan, release in April 1991, is summarized for Workshop IV.

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop III.

What It Is

Oakland Labor Force and Unemployment Trends: A Review of Available Data and Literature

John Landis and Carmen Concepcion, University-Oakland Metropolitan Forum, Working Paper No. 003, April 1989

Summarized in: Working in Oakland — Labor and Employment Trends, University-Oakland Metropolitan Forum Issue Brief No. 002

Brief Description

- Discusses overall labor force and unemployment trends in Oakland
- Presents profile of Oakland's unemployed
- Discusses Oakland's changing occupational structure and the implications for policy

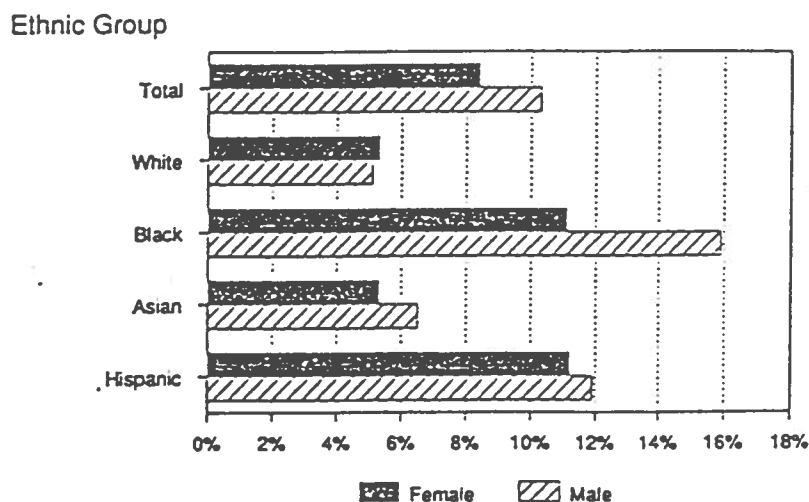
Charts and Tables

- Unemployment rates in Oakland, by ethnicity, 1980
- Unemployment rates for Oakland and surrounding areas, 1984-1987 (in percent)
- Oakland unemployment insurance recipients: applicants and job placement, 1987
- Oakland employment by sector, occupation category, age and ethnicity*
- Changes in employment, 1981-1986, by occupation category*
- Profile of participants in Oakland's Job Training Partnership Act Programs, 1986-1988 (by age, ethnicity, employment status, and other assistance received)
- Occupation of Oakland residents, by selected ethnic groups, 1980
- Education level of Oakland residents (25 years or older) by selected ethnicity groups, 1980 (in percent)

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Sample

Figure 1: Unemployment Rates in Oakland, by Ethnicity, 1980



Source: U.S. Census

Where to Find It

University-Oakland Metropolitan Forum, c/o Institute of Urban and Regional Development, 316 Wurster Hall, UC Berkeley, Berkeley, CA 94720. Telephone: 643-9103.

Full report is 25 pages. Sourcebook includes 4 page Issue Brief. (Section 1A2)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop III.

What It Is

Alameda County GAIN Plan Fiscal Year 1989/90—Labor Market Needs Assessment

Alameda County GAIN Program, 1989-1990

Brief Description

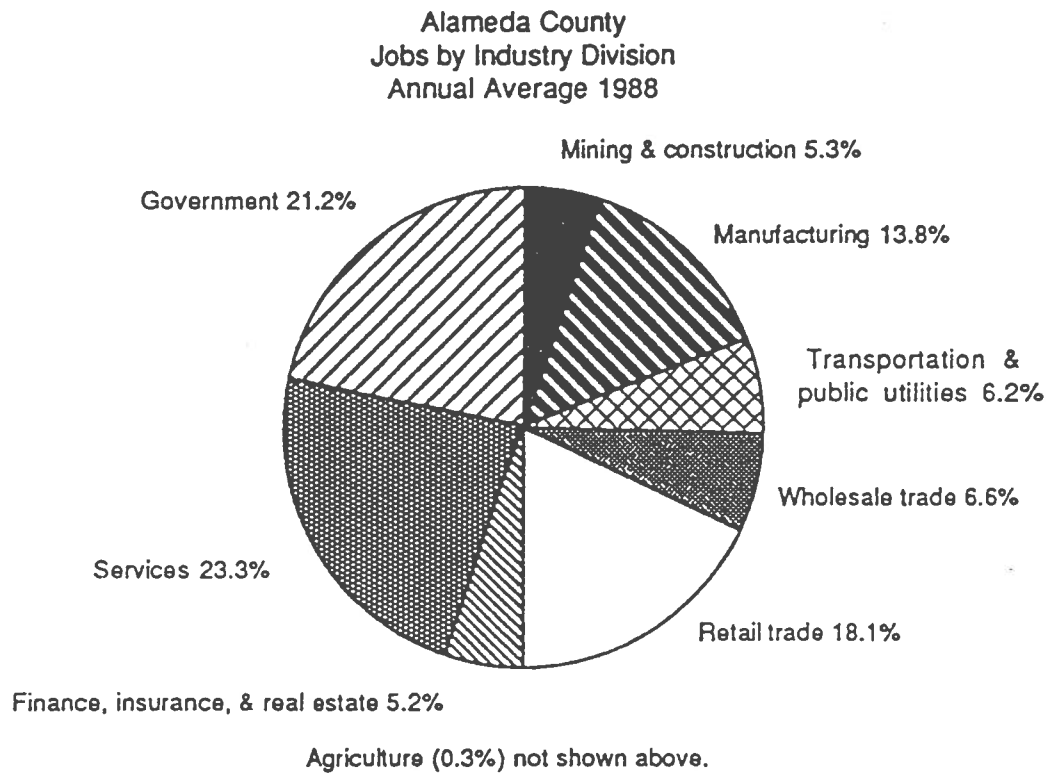
- Sourcebook includes excerpts from section 8 of the report (Section 1A2)
- Projects Alameda County economic growth, 1989-1990 by industry
- Compares labor force data by County and City of Northern California Coastal Areas
- Presents “demand occupation” lists

Charts and Tables

- Projected new jobs by industries — 1989, 1990
- Monthly labor force data for coastal area cities and counties (labor force, employment and unemployment)
- Alameda County wage and salary employment by industry, 1987-1990*
- Alameda County jobs by Industrial Division, 1988*

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Sample



Where to Find It

Alameda County GAIN Program, 310 45th Street, Oakland, CA 94609.
Telephone 569-0400.

Sourcebook includes excerpts from section 8 of the report. (Section 1A2)
The 1990-91 Plan Update is now available.

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop III.

What It Is

Survey of Redevelopment Area Employers in the City of Oakland

Employment Training Division, Office of Economic Development and Training, City of Oakland, July 1990

Brief Description

Presents results of survey done of employers in redevelopment area to determine employment opportunities related to Oakland School District Academies and other vocational programs.

Charts and Tables

Large employer information: number of employees; number hired last year (replaced/new); number hired last year (replaced/new); number expect to hire (replace/new)

SUMMARY

The redevelopment area appears to be in a healthy hiring mode. The vast majority (80%) of businesses hired last year and a high percentage (64%) expect to hire this year.

Over half (58%) of the businesses said they had difficulty filling some positions. Over a third (37.5%) identified higher-level, technical, clerical office positions, with almost 9% of companies identifying responsible people and/or people with good basic language and math skills as difficult to find. About 20% of companies have difficulty finding people with technical and/or bilingual skills.

Three quarters of the companies require experience, education or training in their new employees with 77% requiring some experience and 71% requiring a high school diploma.

One quarter said some college was essential, while over half (58%) thought it was desirable. Almost three quarters thought some training was essential or desirable.

Union membership is not required in 78% of the companies. In the remainder, it is required or voluntary.

Over half of the companies hire from both within and outside for mid- and upper-level positions, with 47% of the smaller companies from the random sample hiring primarily from within for those positions.

Where to Find It

Employment Training Division, Office of Economic Development and Employment,
1333 Broadway, 9th Floor, Oakland, CA 94612. Telephone: 273-3646.

Full report is 23 pages. Sourcebook includes excerpts from the summary. (Section 1A2)

ACCESS GUIDE

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop III.

What It Is

Labor Market Quarterly Bulletin— Oakland Area

State Employment Development Department. 1989-1990

Brief Description

- Lists employment, wage and salary information for Oakland area
- Gives job growth and demand figures for 1988-1990 for Oakland area
- Presents information on unemployment rate for Oakland area

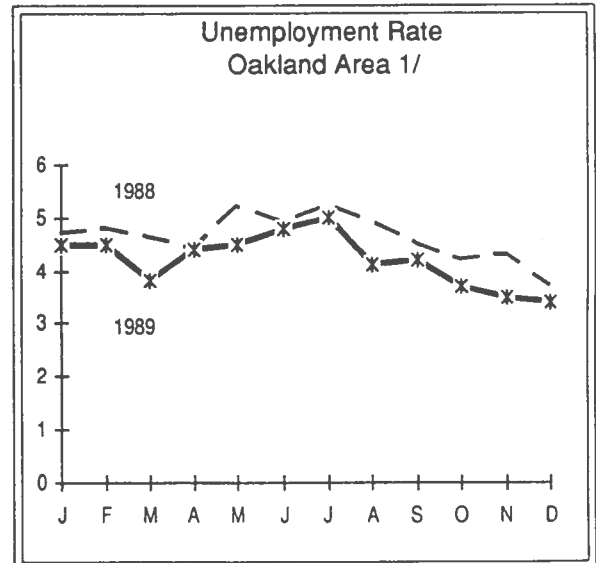
Charts and Tables

- Wage and salary employment by industry: Oakland area
- Job growth by industry division
- Selected occupations—wage and supply/demand

OAKLAND'S ECONOMY IN THE 1990'S

Sample

	STATE	AREA 1/ ^{1/}
OCTOBER 1989		
Civilian Labor Force 2/	14,475,000	1,123,100
Employment	13,816,000	1,081,500
Unemployment	659,000	41,600
Rate 3/	4.6	3.7
Seas. Adj. Rate 4/	4.8	---
NOVEMBER 1989		
Civilian Labor Force 2/	14,469,000	1,104,500
Employment	13,761,000	1,065,700
Unemployment	708,000	38,800
Rate 3/	4.9	3.5
Seas. Adj. Rate 4/	5.0	--
DECEMBER 1989		(preliminary)
Civilian Labor Force 2/	14,524,000	1,094,100
Employment	13,829,000	1,056,700
Unemployment	695,000	37,400
Rate 3/	4.8	3.4
Seas. Adj. Rate 4/	5.3	



1/ The area described in this bulletin is the Oakland Primary Metropolitan Statistical Area (PMSA) which consists of Alameda and Contra Costa counties.

2/ Labor force data are by place of residence. Employment includes persons involved in labor-management trade disputes. Data are benchmarked to March 1988. Parts may not add to total due to independent rounding.

3/ The unemployment rate is computed from unrounded data; it may differ from a rate based on the rounded figures in the table.

4/ Only the State unemployment rate is seasonally adjusted.

State of California / Employment Development Department / LMI Division / P.O. Box 7774 / San Francisco, CA 94120 / (415) 557-3052

Where to Find It

Labor Market Information Division, Employment Development Department, P.O. Box 7774, San Francisco, CA 94120. Telephone: 557-3052.

Sourcebook includes excerpts from quarterly reports. (Section 1A2)

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop III.

What It Is

Oakland Youths' Views of Work Experiences and Other After-School Activities and Programs

Kristin Palmquist and Ami Pascual, University-Oakland Metropolitan Forum, Working Paper No. 009, January 1989

Summarized in Oakland Youth and Work Experience, Issue Brief No. 005

Brief Description

- Survey of Oakland high school students which discusses youth's perceptions of current job possibilities
- Examines Oakland youth's responses to work experience and adult involvement
- Presents youth's college and career plans

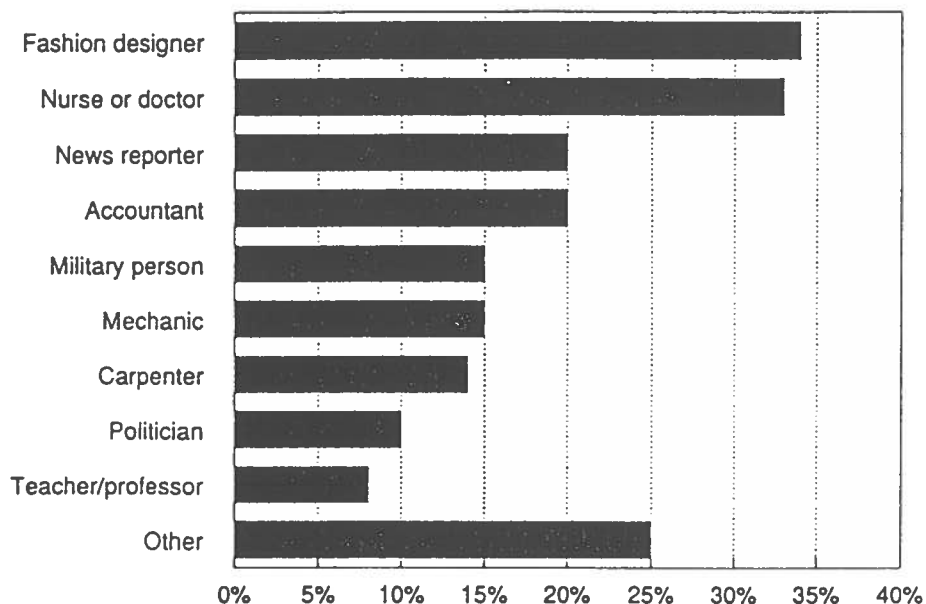
Charts and Tables

- What Oakland youth like about working*
- Oakland youth survey results: Ideal jobs for right now
- Kind of jobs held by Oakland youth during 1987-88 school year
- Sources of job information used by Oakland youth*
- Oakland youth career goals and college plans*
- Things Oakland youth would enjoy learning or doing*
- Kinds of workers Oakland youth would like to shadow
- Possibilities for role model assistance with job-related activities*
- Availability of community programs*
- Participation in school-related activities*
- Areas in which Oakland youth would like to do volunteer work

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Sample

**FIGURE 4:
KINDS OF WORKERS
YOUTH WOULD LIKE TO SHADOW**



Where to Find It

University-Oakland Metropolitan Forum c/o Institute of Urban and Regional Development, 316 Wurster Hall, UC Berkeley, Berkeley, CA 94720. Telephone: 643-9103

Full report is 75 pages. Sourcebook includes 4 page Issue Brief (Section 1A2)

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop III.

What It Is

Profile of Oakland's Publicly Supported Job Training Programs

David Campt, University-Oakland Metropolitan Forum, Working Paper No. 014, May 1990

Summarized in Issue Brief No. 007

Brief Description

- Examines Oakland's city-supported job training programs in terms of participants, types of training, and results
- Presents ideas for improving employment training programs in Oakland

Charts and Tables

- Organizational and functional structure of the Oakland JTPA system*
- Ethnic distribution of adult and youth job training participants
- Ages of adult and youth job training participants
- Level of client education: adult and youth
- Employment history in 6 months before program: adult and youth
- Number of program participants by home zip code*
- Average starting wage by client history and type of training*

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Sample

Figure 1

Ethnic distribution in adult client population

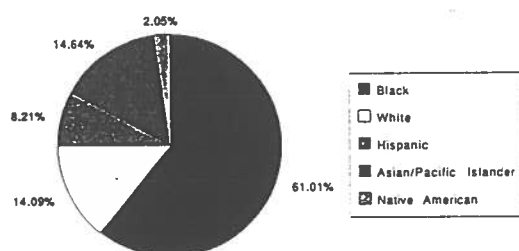
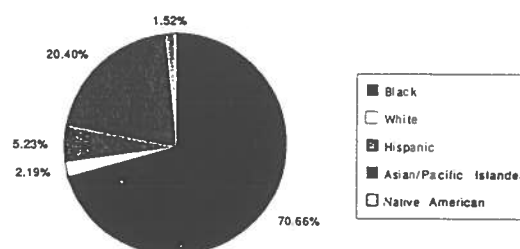


Figure 2

Ethnic distribution in youth client population



Where to Find It

University-Oakland Metropolitan Forum, c/o Institute of Urban and Regional Development, 316 Wurster Hall, UC Berkeley, CA 94720. Telephone: 643-9103.

Full report is 19 pages. Sourcebook includes 4 page Issue Brief. (Section 1A2)

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop III.

What It Is

A Profile of Asian Americans: Changing Faces of the Asian Population in the East Bay

Mi Yeong Lee, East Bay Asian Local Development Corp., August 1989

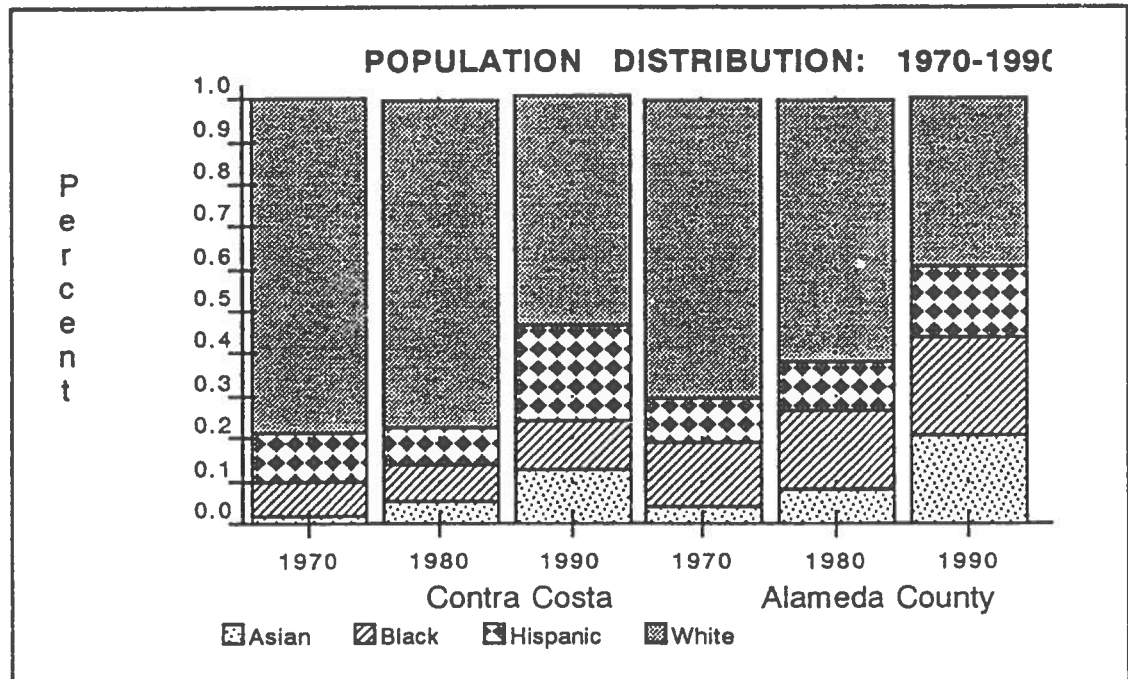
Brief Description

Discusses the issues surrounding the growing Asian American population in the East Bay.

Charts and Tables

- Changes in racial composition by percent in Contra Costa and Alameda County, 1970-1990
- Number of limited English proficiency students by language and district, Alameda County, 1987-88
- Language distribution in districts, Alameda County, 1987-88
- Income comparison by ethnicity: Oakland, 1980

Sample



Where to Find It

East Bay Asian Local Development Corporation, 310 8th St., Suite 111, Oakland, CA 94607. Telephone: 763-2970.

Sourcebook includes executive summary and excerpts. (Section 1A3)

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop III.

What It Is

Transitions to Work: Education for the Workforce Needs of the Nineties and Beyond *Seminars II through IV:*

The School's Role in Educating the Workforce: Will Teaching Skills for Work Also Produce Skills for Life?

Presentations by Charles S. Benson, Kitty Kelly Epstein, and Ann Bouie Wilson

The Career-oriented Academies in High School: Do Partnerships Between Schools, Businesses, and Colleges Really Expand Career Options for Students?

Presentations by David Stern, Charles Dayton, and Allie Gordon

Report Card on Job Training, Occupational Education, and Youth Development Programs: How Well Do They Meet the Needs of Students and Employers in a Changing Economy?

Presentations by Gary Hoachlander, Gay Plair Cobb, Juan Vasquez, and Joanna Lennon

University-Oakland Metropolitan Forum, Working Paper No. 018, June 1990

Brief Description

- Assesses the strengths and weaknesses and potential for innovation of vocational education in urban schools
- Examines cost effectiveness analysis of California's Partnership Academies in high schools
- Presents challenges of school-business partnerships
- Discusses adequacy of post-secondary vocational education programs, generally and in Peralta Colleges
- Gives overview of Oakland's Job Training Partnership Act (JTPA) programs
- Describes approach of East Bay Conservation Corps to concurrent work experience and education

Sample

Estimated Numbers of Dropouts Saved from Cohort Entering Academics as Sophomores 1985-86, and Cost per Dropout Saved*

<u>Academy</u>	<u># of Dropouts</u>		<u>Number Saved</u>	<u>Cost per dropout saved</u>	
	<u>Actual</u>	<u>Predicted</u>		<u>To society</u>	<u>To taxpayers</u>
Bakersfield	9	5.6	-3.4	---	---
Hiram Johnson	6	27.5	21.5	8,120	6,558
Mtn. View	0	1.8	1.8	59,443	45,447
Oakland Tech.	1	6.8	5.8	66,005	18,683
Rio Cazadero	5	3.0	-2.0	---	---
Menlo-Atherton	4	4.2	0.2	682,860	524,400
Sequoia	6	9.4	3.4	64,184	40,482
Total	31	60.3	29.3	\$41,006	\$25,506

* Source: California Partnership Academies: 1987-88 Evaluation Report (Berkeley: Policy Analysis for California Education, Policy Paper No. PP89-9-1, September 1989.) Dayton, Weisberg, Stern.

Charts and Tables

Estimated numbers off dropouts saved from cohort entering Academies as sophomores 1985-86, and cost per dropout saved.

Where to Find It

University-Oakland Metropolitan Forum c/o Institute of Urban and Regional Development, 316 Wurster Hall, UC Berkeley, CA 94720. Telephone: 643-9103.

Full report is 29 pages. Sourcebook includes complete article. (Sections 1A1 and 3C)

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop III.

What It Is

Five Year Educational Plan

Oakland Unified School District, February 1991

Brief Description

- Discusses assessed needs for improvement in District and school operations and educational programs
- Delineates student outcomes sought for Oakland students
- Presents key institutional changes for School District
- Proposes broad strategies by which to reach outcomes and establish optimal teaching and learning conditions

Charts and Tables

None

STUDENT OUTCOMES

Successful school experiences can be specified in terms of student outcomes. This plan organizes the ideal outcomes into five categories: academic, attitudinal, citizenship, vocational and aesthetic.

The academic outcomes provide the intellectual and learning capabilities for life-long education; the attitudinal outcomes support productive, healthy, compassionate and responsible relationships with families, friends and communities. The ethical/moral education prepares students for character-developing choices of principles for judgement and action. Effective citizenship requires education in the structures, processes and issues of democracy. Aesthetic sensibilities make possible the appreciation of beauty in all its varied forms, in the arts and in everyday life. The vocational outcomes provide the foundations for the skills and attitudes needed for success in the world of work to enable individuals to contribute to their own and the community's welfare.

These outcomes are interactive and complement each other. For example, vocational classes can and do motivate students to stay in school and find relevance in the academic classes they might at first find too removed from their interests. On the other hand, academic classes may open new possibilities for students whose first aspirations might be set too low by the poverty of their experiences.

Where to Find It

Oakland Unified School District, 1025 Second Avenue, Oakland CA 94606.
Telephone: 836-8200

Full report is 139 pages. Not included in Sourcebook.

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop IV.

What It Is

Bay Vision 2020 Draft Report

Bay Vision 2020 Commission, January 1991

Brief Description

- Presents findings and conclusions of Bay Vision 2020 Commission regarding need for regional planning
- Discusses regional concerns for San Francisco Bay Area
- Lists goals and vision of what the Bay Area should be like in the year 2020
- Proposes governmental structure to serve regional needs

Charts and Tables

None

Bay Vision 2020 Review Draft Report

For example, we have noted that current forecasts predict an increase in the Bay Area's population from the current 6 million to well over 7 million by the year 2020. Some of us have concluded that there is a point beyond which the Bay Area's population must not be allowed to grow if the natural resources of the Bay Area are to be protected adequately. Others of us believe that such a population limit is neither desirable nor possible to achieve. Still others believe that the issue is not population growth itself, but the need to manage development so that natural resources are not degraded as population increases. All of us agree, however, that the environmental impacts of an increasing population and an expanding economy will require a new, more comprehensive ability to plan and make regional decisions for the Bay Area.

Where to Find It

Bay Vision 2020, 5 - 3rd Street, Suite 612, San Francisco, CA 94103. Telephone: 495-2022

Full draft report is 42 pages. Report will be finalized in Spring 1991. Sourcebook includes progress report. (Section 3G)

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop IV.

What It Is

Bay Area '91 Clean Air Plan (CAP)

Prepared for: Joint Air Quality Policy Committee, *comprised of*
 Association of Bay Area Governments, Metropolitan Bay
 Area Air Quality Management District
 Metropolitan Transportation Commission

Prepared by: Joint Air Quality Policy Committee, April 1991

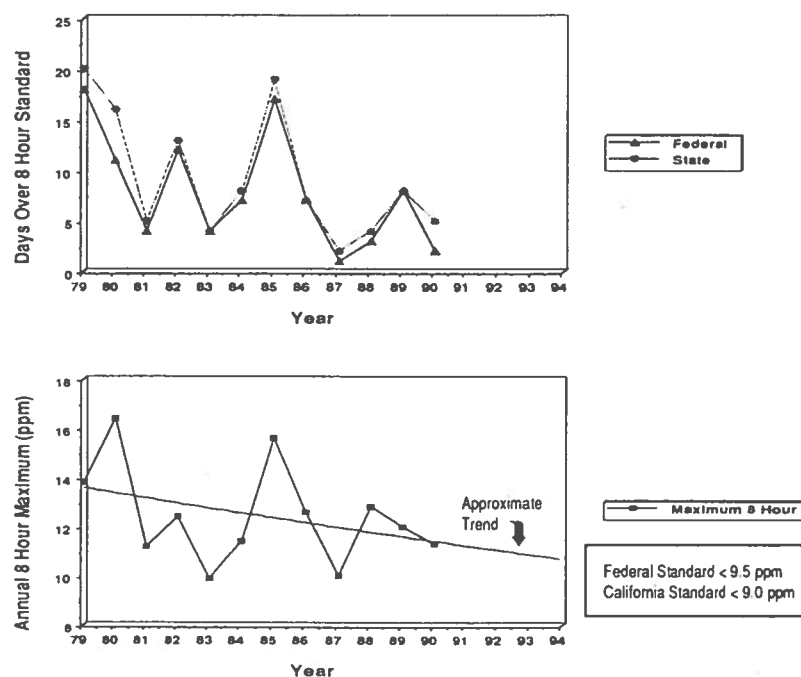
Brief Description

- Forecasts and gives history of air quality within the Bay Area
- Proposes control measures for industry and motor vehicles to reduce emissions and air pollutants
- Proposes traffic control measures to reduce trips, implement incentives for transit system usage, and increased use of carpools and other less polluting transportation alternatives

Charts and Tables

- Ozone air quality in 15 largest metropolitan areas*
- Violations of California Carbon Monoxide Standard in 1989*
- Bay Area ozone and Carbon Monoxide Trends, 1979-1990*
- 1987 and 1994 Emission Inventory Trends: Reactive HC and NO_x and Carbon Monoxide*
- Bay Area vehicle travel characteristics: trips, trip length and VMT*
- Projected Carbon Monoxide planning emissions inventory, local Counties*
- Sub-area Carbon Monoxide rate of emission reductions*

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Figure 3 • Bay Area Carbon Monoxide Trends (1979-90)

Source: BAAQMD (1991)

Where to Find It

Bay Area Air Quality Management District, 939 Ellis Street, San Francisco, CA 94109.
Telephone: 771-6000.

Full report is 75 pages. Sourcebook includes earlier progress update.

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop IV.

What It Is

Business Retention and Expansion Program: First Year Report

Coliseum Commerce Center Corporation, March 1990

Brief Description

- Describes the first-year activities and accomplishments of the Coliseum Commerce Center Corporation's (CCCC) Business Retention and Expansion Program
- Presents findings of the CCCC Retention Survey
- Discusses workplan for 1990

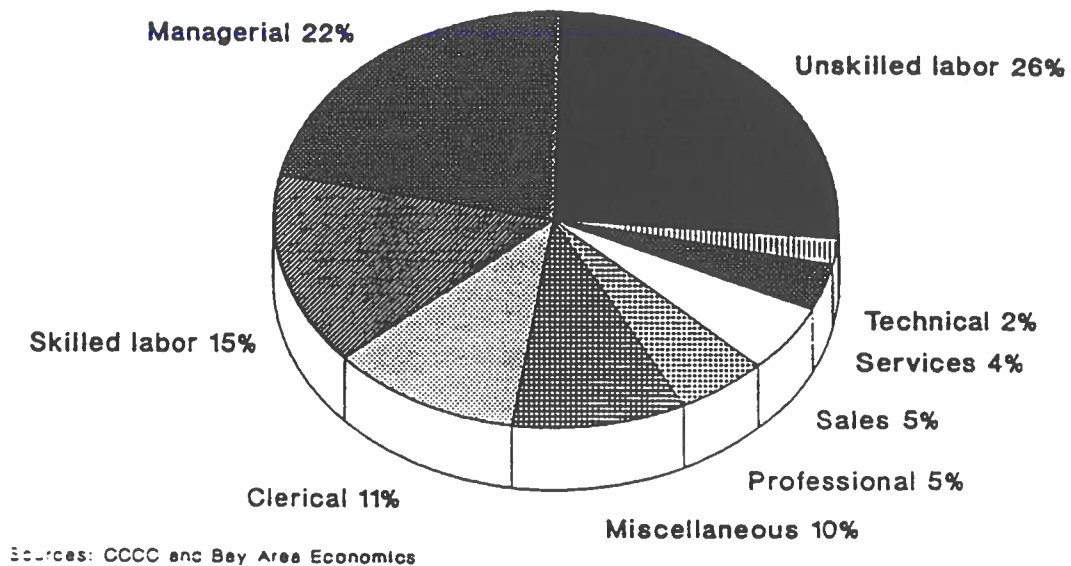
Charts and Tables

- Characteristics of firms surveyed*
- Minority employment as % of total employment*
- Occupational profile of minority and women employees*
- Residency and commuting patterns of employees at firms surveyed*
- Labor force skills for which training is lacking*
- Firm usage of retraining programs*
- Unions represented at firms surveyed*
- Strengths and weaknesses of Coliseum area*
- Relocation plans of firms*
- Areas of action to improve business climate*
- Referrals to CCCC Response Network*

* This chart or graph is in the original document but was not included in the Sourcebook summary.

Sample

Figure 6
Occupational Profile
of Minority Employees



Where to Find It

Coliseum Commerce Center Corporation, 333 Hegenberger Rd., Suite 208, Oakland, CA 94621. Telephone: 632-1238.

Full report is 25 pages. Sourcebook includes executive summary. *Note:* Second Year Report is also available.

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop IV.

What It Is

University-Oakland Metropolitan Forum Neighborhood Revitalization Planning Project reports

Forum's Neighborhood Planning Process, Forum News, Volume IV, No. 1, June 1990

Dialogue and Development in San Antonio, Studio Report No. 018, March 1990

Fruitvale Community Development Plan, Studio Report No. 020, June 1990

*Fruitvale: A Neighborhood Commercial Revitalization Plan, March 1991**

Brief Description

- Gives overview of Forum's Neighborhood Revitalization Project goals and methods
- Presents commercial, economic, sociological and land use analysis of neighborhood areas
- Presents recommendations and plans for commercial and community revitalization strategies

Charts and Tables

- Land use inventory, traffic, and streetscape design maps
- Proposed signage and facade elevations
- San Antonio and Fruitvale commercial area market analysis charts and graphs
- Charts presenting demographic and economic composition of study areas
- Charts presenting crime statistics of study areas
- Result of San Antonio license plate surveys of shopping districts

Sample

UNIVERSITY-OAKLAND METROPOLITAN FORUM

Neighborhood Revitalization Planning

1 to 6 month stage	PHASE I	PHASE II
• Issue Identification • Establish Contact Group representative of area: CDC, LDC, residents, merchants, church grps	• Studio: Community Dev. • General Analysis of neighborhood • Community Surveys on Issues: Residential & Businesses • Land Inventories	• Studio/Seminar: Breakdown of issues to faculty, students, staff • Market Analysis • Housing • Environmental Design • Architecture/Urban Design • Business Plan, etc.
PHASE III	PHASE IV	
• Specific Reports: Graduate Students' P.R.s • Faculty Reports: Implementation Focus	• Implementation Plan: Steps to implement projects • Financing • Efforts of OEDE, OCD, City Planning, Emergency Services, CDC, LDC	

(Graphic taken: FORUM News VOLIV, No.1, June 1990)

Where to Find It

University-Oakland Metropolitan Forum c/o IURD, 316 Wurster Hall, University of California, Berkeley, CA 94720. Telephone: 643-9103.

Sourcebook includes summaries and excerpts of first three documents. (Section 1B3)

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop IV.

What It Is

Neighborhood Commercial Revitalization: The Approach of the Office of Economic Development and Employment

Oakland Office of Economic Development and Employment, October 1988

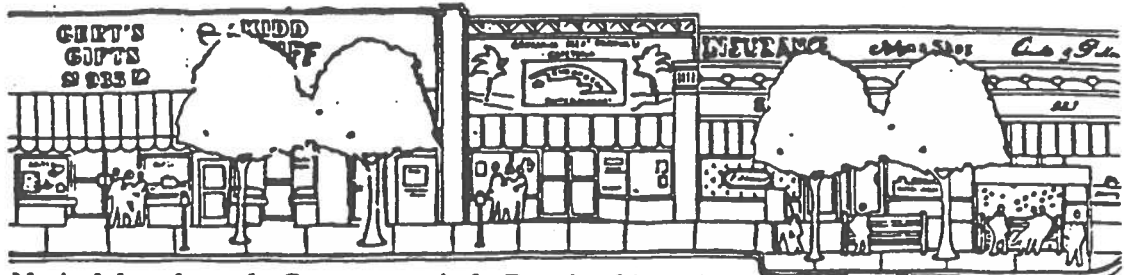
Brief Description

- Discusses OEDE's approach to neighborhood commercial revitalization.
- Presents chart of OEDE Neighborhood Commercial Revitalization Planning Process

Charts and Tables

None

Sample



Neighborhood Commercial Revitalization

NEIGHBORHOOD COMMERCIAL REVITALIZATION THE APPROACH OF THE OFFICE OF ECONOMIC DEVELOPMENT AND EMPLOYMENT

The City of Oakland, through the Office of Economic Development and Employment (OEDE) has developed a multi-pronged approach to neighborhood commercial revitalization (NCR). Experience has taught OEDE that no one approach and no single interest group is sufficient to turn around a deteriorating commercial area. Merchants, residents, financial institutions and City staff must all work together for the NCR program to succeed. Efforts must be made to promote the area, to improve the mix of goods and services available, to provide adequate financing and other incentives to attract appropriate businesses; to develop programs for adequate security; to clean up store fronts and sidewalks; to provide convenient parking and to address a number of other issues which are critical to making a neighborhood commercial area thrive.

Where to Find It

Office of Economic Development and Employment, City of Oakland, 1333 Broadway, 9th Floor, Oakland, CA 94612. Telephone: 273-3692.

Full report is 3 pages. Sourcebook includes entire article. (Section 1A7)

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop IV.

What It Is

Alameda County Economic Development Program Implementation and Financing Plan

Alameda County Ad Hoc Economic Development Committee, May 1990

Brief Description

- Describes goals and objectives of Alameda County's proposed Economic Development program
- Presents financing and implementation strategy of proposed program

Charts and Tables

- Program first year budget*
- Sources of funds*
- Program implementation schedule*

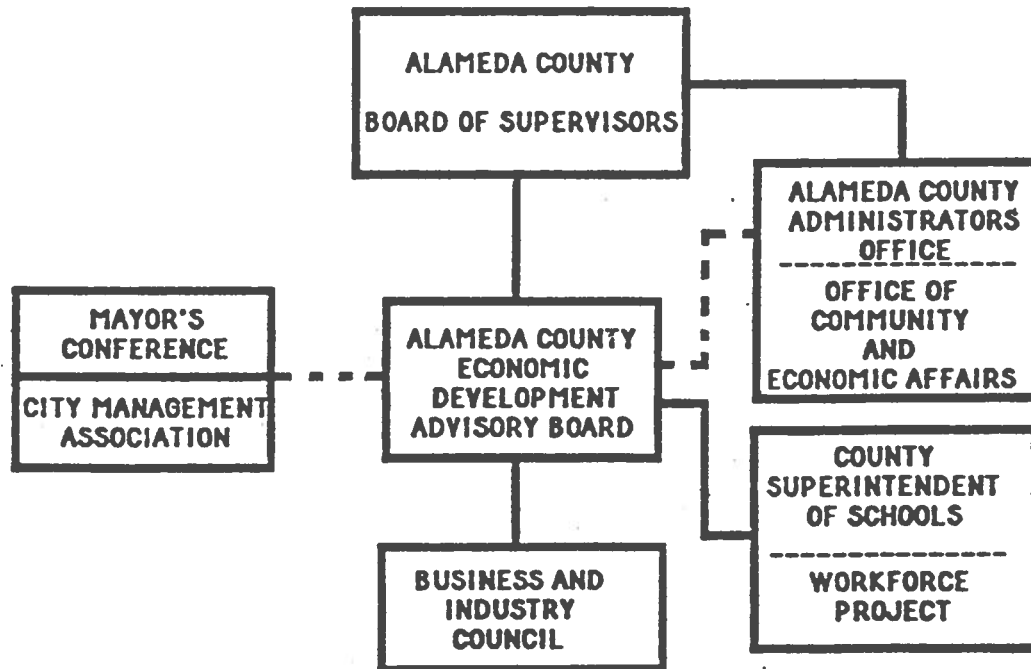
* This chart or graph is in the original document but was not included in the Sourcebook summary.

POLICY AND ADVISORY RESPONSIBILITIES

Sample

- Alameda County Board of Supervisors

The Alameda County Board of Supervisors will provide both oversight and direction for the Economic Development Program.



Where to Find It

Alameda County Ad Hoc Economic Development Committee, 1221 Oak Street, 5th Floor, Oakland, CA 94612. Telephone: 272-6984.

Full report is 34 pages. Sourcebook includes excerpts. (Section 3A)

These two pages provide a quick reference to a document or article relevant to the material covered in Workshop IV.

What It Is

Oakland: Sharing the Vision

Introductory Materials to Oakland's Strategic Planning Process, April 1991

Brief Description

- Presents goals, methods and financing strategies of Oakland's strategic planning program
- Gives timeline for the strategic planning process
- Discusses the purposes and benefits of public-sector strategic planning
- Presents summaries of plans and work which are currently in various stages of development and implementation within Oakland

Charts and Tables

One paragraph descriptions of plans affecting Oakland, including:

- Economic development and redevelopment plans
- Financial and marketing plans
- General plan and area plans
- Neighborhood, community and commercial revitalization plans
- Housing plans
- Emergency plans
- Regional land use and recreational plans
- Educational and childcare plans
- Cultural plans
- Environment and recycling plans

MAYOR ANNOUNCES CITY-WIDE STRATEGIC PLANNING EFFORT

A broad-based coalition of business and community leaders are joining Mayor Elihu Harris, City Councilmember Dick Spees, and Rear Admiral Robert Toney U.S. Navy (Ret.), in launching a major strategic planning effort for the City of Oakland.

The goal of the strategic plan is to define, prioritize, and develop strategies for implementing the visions of the future for Oakland encompassing all social and economic levels. Strategic planning efforts will begin with a city-wide kickoff event scheduled for April 20, 1991 at the Henry J. Kaiser Convention Center in Oakland. Several hundred participants are expected to hold discussions on identifying primary goals and areas of study which would more accurately reflect the vision for Oakland in the 21st century.

Following this initial plenary meeting, a 50-member Coordinating Committee, (headed by Mayor Harris, Councilmember Spees and Rear Admiral Toney), will oversee a division of task forces who will research and develop plans for the specific areas outlined over a 9 to 12-month period. An implementation team will then work for an additional 18 to 24-month period fine-tuning strategies as well as seeking funding sources for program implementation.

The City of Oakland has committed to funding up to half of the overall budget expenses for the Strategic Plan with the remaining expenses being funded by the private sector and foundation groups. Kaiser Permanente and The Clorox Company have already committed significant contributions to the strategic planning effort.

Mayor Harris, along with Councilmember Spees, Rear Admiral Toney and representatives from local businesses and communities, will hold a press conference to discuss the Oakland Strategic Plan on Wednesday, April 17, 1991 at 499 14th Street, 2nd floor Conference room at 2:00pm. Complete press packets will be provided.

Where to Find It

Oakland: Sharing the Vision, 1221 Broadway, Plaza Level, Ste. 13-396, Oakland, CA 94612

Not included in the Sourcebook

Workshop 1: The City and the Region

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Workshop Overview

THE CITY AND THE REGION: YESTERDAY, TODAY, AND TOMORROW

Oakland's economy and quality of life are closely tied to the future of the Bay Area. Critical decisions about the shape of the region will be made in this decade, decisions which will affect jobs, housing, transportation and environmental quality in Oakland.

The city does not need to merely react to Bay Area trends, however. How can Oakland deliberately position itself best within the changing regional economy? This workshop will outline employment and development trends in the city and region, and assist us to assess our opportunities and resources.

Agenda

MAY 10, 1991

1:30 Welcome

Overview of the Series

Review of the Day's Agenda

Orientation to the Workshop Access Guide

Victor Rubin, Associate Director, University-Oakland
Metropolitan Forum

1:50 Presentations

John Landis, Assistant Professor of City and Regional Planning,
University of California at Berkeley
*Employment and Development Trends in Oakland, the East Bay,
and the Bay Area*

Edward J. Blakely, Professor and Chair, Department of City and
Regional Planning, University of California at Berkeley
Strategic Development Choices for Oakland

2:50 Break

3:00 Perspectives and Issues

Michael McGill, Executive Director, Bay Area Economic Forum
*Windows of Opportunity For Oakland Arising from
Regional Economic and Political Trends*

Mtangulizi Sanyika, Director of Training, National Economic
Development and Law Center
*Community Economic Development and the New
Regionalism:: Issues Facing Oakland and its Neighborhoods*

3:45 Small Group Discussions: The Information Needed For Effective Planning and Development.

4:30 Announcements and Adjournment

About the Speakers

JOHN D. LANDIS

Notes on the Presentation

Oakland's economy underwent significant changes during the 1980's, with the loss of thousands of manufacturing jobs, in numbers that were roughly offset by the growth of service sector and governmental employment. Oakland did not participate in the employment "boom" that characterized most of the East Bay and the Bay Area. Professor Landis will describe these trends, as well as the results of a survey on Oakland's business climate and other information about the city's capacity to develop, retain, and attract employers.

Background

Dr. John Landis has been an assistant professor in the Department of City and Regional Planning since 1987. He teaches graduate courses in housing and project development, urban planning methods, and urban economics. He received his BS in civil engineering from the Massachusetts Institute of Technology and his Ph. D. from UC Berkeley's Department of City and Regional Planning. He has taught both at the Georgia Institute of Technology and the University of Rhode Island.

Dr. Landis is the University-Oakland Metropolitan Forum's principal researcher on economic development issues. He is also a research associate at the Institute for Urban and Regional Development, the UC Transportation Center, and the Center for Real Estate and Urban Economics. His recent research has focused on growth management and control in California, the link between housing markets and economic development and regional development modeling.

About the Speakers

EDWARD J. BLAKELY Notes on the Presentation

Oakland has traditionally had several leading economic sectors, such as maritime trade, which have taken advantage of the city's competitive advantages and required substantial investment and planning. Given the changes in the regional, national, and international economies, what sectors could be the focus of Oakland's development in the future? Professor Blakely will take us through some of the steps in thinking strategically about community development.

Background

Dr. Edward Blakely is the Founder and Chief Executive Officer of the University-Oakland Metropolitan Forum. He currently teaches at UC Berkeley's Department of City and Regional Planning, where he has been Chair for the past five years.

Dr. Blakely received his undergraduate degree in history, with minors in economics and political science from UC Riverside, his masters degree from UC Berkeley, and a doctorate in education from UCLA. After early management experience with Pacific Telephone, he served in the Air Force, and worked with anti-poverty programs. Dr. Blakely worked for the State Department, and subsequently held positions of Assistant Chancellor at the University of Pittsburgh, Associate Dean of the College of Agriculture at UC Davis, and Assistant Vice President of the University of California System.

Dr. Blakely is an internationally-known consultant on local economic and community development and has worked with national governments of Africa, Latin America, Europe and Australia. His abundant involvement in Oakland's civic activities includes former membership on the Private Industry Council, membership on the Board of the Marcus Foster Educational Institute and the Chairmanship of the Minority / Community Equity Participation Task Force.

About the Speakers

MICHAEL S. MCGILL Notes on the Presentation

The Bay region is composed of many communities with very different capacities for and policies toward economic development. Collectively these communities will need to develop new forms of governance to maintain the region's economic competitiveness and quality of life. Oakland has a new "window of opportunity" given the constraints on development around the region, but the city must act on a number of critical infrastructure, human resource and marketing fronts to take advantage of the opportunity.

Background

Michael McGill is the executive director of the Bay Area Economic Forum, a public/private partnership created by the Association of Bay Area Governments and the Bay Area Council. Prior to joining the Forum in 1989, Mr. McGill served for seven years as executive director of the San Francisco Planning and Urban Renewal Association (SPUR), a nonprofit citizen-business coalition that addresses public policy issues facing San Francisco. He has also worked as an urban affairs specialist with the Department of Housing and Urban Development. Mr. McGill holds a bachelor's degree in business administration from the University of Kansas and a masters degree in political science from the University of Texas.

Mr. McGill has been an active participant in San Francisco and Bay Area regional planning issues. He assisted Mayor Dianne Feinstein in the negotiations for the proposed Mission Bay development, has been a member of the executive committees of the Mayor's Fiscal Advisory Committee and also of the Bay Area Public Affairs Council. He also serves on the boards of directors of Lambda Alpha, an international land economics society, and Friends of the River. He is currently co-teaching a studio course in the Bay Area Economy at UC Berkeley's Department of City and Regional Planning with another workshop speaker, Tapan Munroe.

About the Speakers

MTANGULIZI SANYIKA Notes on the Presentation

The new regionalism involves new intergovernmental compacts and public private partnerships to address problems that cannot be resolved within a single community. However, regional politics and planning have traditionally not reflected the interests of ethnic minorities and low-income communities. Advocates from these communities should actively promote neighborhood development and progressive social policies within regional forums. In positioning itself within the region, Oakland should develop an approach which serves its community development needs.

Background

Dr. Mtangulizi Sanyika has been associated with the National Economic Development Law Center for the last 13 years, most recently as the Director of Training.

Dr. Sanyika has published extensively on community economic development and linkages between downtown and neighborhood development. He was responsible for the recent Regional Development and CED project which focused on regional issues from the perspective of low and moderate income communities. He was a key facilitator of the Community Economic Development Summit held in February and April, 1991.

Workshop Activity

PURPOSE

This small group activity is meant to help us identify sources of information which can help the city and its residents make decisions about their future.

WHAT WILL HAPPEN

The facilitator will lead a brainstorming session to identify and assess sources and types of information which are necessary to plan for a specific policy question. The policy question for each session will be presented at the start of the small group discussions.

Use the worksheet on the following page to create your own record of the discussion.

YOUR TASK

Your task is to identify the types of information needed in order to make a decision on this policy question. This is not the time for extended discussion of specific activities the city should undertake. Instead, your small group should focus on the knowledge and data which would be needed in order to make informed and intelligent decisions.

Workshop 2: Project Development in Oakland

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Workshop Overview

PROJECT DEVELOPMENT: HOW DOES IT WORK IN OAKLAND?

Good development takes more than good ideas. In Oakland, as in most cities, publicly-assisted development is shaped by very complex financial, regulatory, and environmental processes. This workshop will give an overview of these processes. A panel of successful community developers will describe the ways in which they assembled information for key project design decisions. We will also explore the need for a strong connection between the development of individual projects and the need for overall planning of Oakland's neighborhoods and downtown.

Agenda

MAY 17, 1991

- 1:30 Welcome**
Overview of the Agenda
Review of Additional Series Guide Materials
Henry Izumizaki, Executive Director, University-Oakland
Metropolitan Forum, and Victor Rubin, Associate Director
- 1:45 Presentations**
John Landis, Assistant Professor, Department of City and
Regional Planning
Basic Financial Analysis for Public Projects

Ezra Rapport, Chief Policy Analyst, Office of the City
Manager
*Constraints on Publicly-supported Economic Development
Projects in Oakland*
- 2:35 Break**
- 2:45 Perspectives and Case Studies**
Lynette Jung Lee, Executive Director, East Bay Asian Local
Development Corporation
*The Frank Mar Housing Development: A design for the
combination of housing, retailing and human services*

Fei Tsen, President, Tsen and Associates
*The Case of the California Hotel: Project Development and the Need
for Neighborhood Revitalization Strategies*

Scott Rodde, Director, National Development Council
Overview of Tools for Financing Local Development
- 3:45 Small Group Discussions: The Information Needed for
Effective Project Planning and Development**
- 4:30 Announcements and Adjournment**

About the Speakers

JOHN D. LANDIS

Notes on the Presentation

Oakland has supported many different development projects through various kinds of public subsidies, such as lowering the cost of land, building infrastructure, providing low-interest loans, entering into joint ownership, and other financing tools. The design of future public supports for development, whether in the downtown area, the neighborhoods, or industrial areas, is always complex and often controversial. Professor Landis will review the general steps in assessing the market for new developments and determining the appropriate role for public financing to close the gaps between private market and full costs.

Background

Dr. John Landis has been an assistant professor in the Department of City and Regional Planning since 1987. He teaches graduate courses in housing and project development, urban planning methods, and urban economics. He received his BS in civil engineering from the Massachusetts Institute of Technology and his Ph. D. from UC Berkeley's Department of City and Regional Planning. He has taught both at the Georgia Institute of Technology and the University of Rhode Island.

Dr. Landis is the University-Oakland Metropolitan Forum's principal researcher on economic development issues. He is also a research associate at the Institute for Urban and Regional Development, the UC Transportation Center, and the Center for Real Estate and Urban Economics. His recent research has focused on growth management and control in California, the link between housing markets and economic development and regional development modeling.

About the Speakers

EZRA RAPPORT

Notes on the Presentation

Getting something built these days is a very complex task, even when everything works smoothly. In Oakland, as elsewhere, there are a growing number of factors which must be taken into account when designing and implementing a project. For example, the costs of removal of toxic hazards from building sites have become a far more widespread and expensive factor than ever before. Also, the sources of funds available for public support of community development and redevelopment often have very specific rules and limitations. Ezra Rapport, who has been involved in the design of many of Oakland's development agreements, will review the financial and regulatory conditions in which development takes place.

Background

Ezra Rapport has been the Chief Policy Analyst at the Oakland City Manager's Office since 1988, where he handles tax matters, redevelopment planning and other negotiations. Prior to his position at the City Manager's office, he worked at the Oakland City Attorney's office. Mr. Rapport received a BA in history from the State University of New York at Buffalo, where he graduated summa cum laude, and a Joint Law and City Planning Degree from Hastings and UC Berkeley.

Mr. Rapport has been very involved in Oakland's City sports franchise negotiations. He has also held major responsibility for developing the Five Year Plan for Redevelopment and various tax measures.

About the Speakers

LYNETTE JUNG LEE Notes on the Presentation

The Frank Mar housing development has recently opened to very positive reviews of its architecture and widespread appreciation for its contribution to affordable housing in Chinatown. The project represents progress toward several important goals, including housing in the downtown area, the concept of mixed uses (including a child care center and retailing), and a leading development role for a local, minority-run nonprofit agency. Executive Director Lynette Jung Lee of the East Bay Asian Local Development Corporation will describe the planning process for the project and discuss its implications for future development in Oakland.

Background

Lynette Jung Lee has been the executive director of the East Bay Asian Local Development Corporation (EBALDC) since 1982. As such she is responsible for overseeing economic development projects, including rehabilitation and new construction of affordable housing and commercial space. She also oversees EBALDC's community planning and program development efforts.

Ms. Lee received a B.A. in English from the University of Hawaii, and a Secondary Teaching Credential from San Francisco State University. Her background includes teaching and case work for Oakland schools and social services providers. She is currently a member of the Bay Vision 20/20 Commission, the New Oakland Committee, the Coordinating Committee of the Oakland Strategic Plan, the Policy Committee of the Development Leadership Network, the Board of the Northern California Nonprofit Housing Association, the Board of the Career Training Institute, and the Board of the Women for Initiatives on Self Employment.

About the Speakers

VIVIAN “FEI” TSEN

Notes on the Presentation

The creation of affordable housing for very low income individuals is an extremely difficult challenge to community developers, and the successful rehabilitation of the California Hotel is a tribute to persistence and creativity. Housing finance consultant Fei Tsen will describe the project development process. In addition to describing the needs of planning for the rehabilitation of that particular building, she will discuss the importance of planning for the surrounding neighborhood for the ultimate success of the effort.

Background

Vivian "Fei" Tsen is the President of her own consulting firm, Tsen and Associates, which provides real estate consulting services to public agencies, nonprofit organizations and private developers. Her firm has specialized in the development and financing and syndication of affordable housing projects, including several in Oakland.

Ms. Tsen is also Vice President of the San Francisco Redevelopment Agency Commission. She is a frequent lecturer at the University of California at Berkeley where she teaches a course on housing finance and development. She holds a B.A. in Economics and a Master's Degree in City Planning from the University of California at Berkeley and was a Loeb Fellow at Harvard.

About the Speakers

SCOTT RODDE

Notes on the Presentation

The value of tools for publicly-assisted urban development must be considered in the context of current financial markets and government policies. The receptivity of the private sector to public partnerships varies according to many conditions. The resources and incentives available to local governments and nonprofit developers can change rapidly. Scott Rodde, who has advised the City and local nonprofit developers on the financing for many projects, will review the current market conditions and some of the promising tools for future development, and offer comments on the issues raised in the preceding case studies.

Background

Scott Rodde is the director of the National Development Council, where he has worked for the last 15 years. He has a BA in economics from Lafayette College, an MBA from Stanford and a law degree from UCLA. He is a member of the California Bar and a licensed Real Estate Broker.

In his work at the National Development Council, Mr. Rodde acts as a financial advisor to state and local governments on economic development, redevelopment, small business, and housing issues. Locally Mr. Rodde has helped finance a number of small businesses under the SBA 504 and the HUD 108 programs. He was involved in the financing of Preservation Park and the restructuring of the Hyatt Hotel, and consults regularly with the Office of Economic Development and Employment on their redevelopment, economic development and business development projects. The National Development Council holds training programs for finance professionals across the country, and their certification program is recognized as the industry standard.

Small Group Activity

PURPOSE

This small group activity is meant to help us identify sources of information which can help the city and its residents make decisions about their future.

WHAT WILL HAPPEN

The facilitator will lead a brainstorming session to identify and assess sources and types of information which are necessary to plan for a specific development activity. The developments to be discussed will be presented at the start of the small group discussions.

Use the worksheet on the following page to create your own record of the discussion.

YOUR TASK

Your task is to identify the types of information needed in order to make a decision on this development activity. This is not the time for extended discussion of specific activities the city should undertake. Instead, your small group should focus on the knowledge and data which would be needed in order to make informed and intelligent decisions.

Workshop 3: Jobs, Workers and Economic Development

In This Section

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Workshop Overview

Jobs, Workers and Economic Development

The twin challenges of employment development in Oakland are to create jobs that benefit substantial numbers of local residents, and to prepare Oaklanders to compete effectively in the Bay Area labor markets. This session will review some of the latest data on the size and diversity of the local workforce, and the implications of these trends for public sector and corporate planning. We will also hear from local leaders in the efforts to develop effective job training and post-secondary education for Oakland.

Agenda

MAY 31, 1991

- 1:30 **Welcome**
Overview
Review of New Materials
Henry Izumizaki, Executive Director and Victor Rubin,
Associate Director, University-Oakland Metropolitan Forum
- 1:45 **Presentations**

Tapan Munroe, Chief Economist, PG&E.
Implications of Cultural Diversity for the Bay Area Workplace

Patricia Perry, Senior Regional Planner, Association of Bay
Area Governments
*1990 Census Population Data on Oakland and the Bay Area:
Its Uses for Economic Development and Employment Planning*
- 2:45 **Break**
- 2:55 **Perspectives and Case Studies**
Samuel Wallace, Representative of the U.S. Secretary of Labor
for the Western Region
*The Work of the Mayor's Task Force on Job Training and
Development*

Robert Scannell, Chancellor, Peralta Community College
District
Educational Challenges in Preparing the Oakland Workforce
- 3:45 Small Group Discussions: The Information Needed for
Effective Employment Development Strategies in Oakland
- 4:30 Adjournment

About the Speakers

TAPAN MUNROE

Notes on the Presentation

The characteristics of the American labor force have been changing dramatically for some time, and nowhere are the changes more pronounced than in the Bay Area. Demographic shifts including the increased labor force participation of women, and particularly mothers of young children, have created new demands for policies and programs to help employees balance work and family responsibilities. The extraordinary ethnic and cultural diversity of the labor force represents great opportunities for economic growth and a set of challenges for employers. Economist Tapan Munroe, a leading analyst of the regional economy, will review the issues of cultural diversity in Oakland and the Bay Area.

Background

Dr. Tapan Munroe has been the chief economist at Pacific Gas and Electric since 1984. Prior to that he was director of the Economics Group of the Company. Dr. Munroe received his Ph.D. in economics from University of Colorado in 1970, his Masters in economics from the University of New Hampshire in 1967, and his BS in physics and mathematics from University of Allahabad, India, in 1955. He has been a professor of economics and department chair at the University of the Pacific in Stockton, California, and was also a visiting scholar at the Massachusetts Institute of Technology and the University of Augsburg in West Germany.

Dr. Munroe has published widely on topics ranging from utility and energy economics to regional economic development and international competitiveness. He is an author of several articles in *Oakland's Economy in the 1990s*, and was instrumental in obtaining PG&E's support in printing and distributing the Sourcebook. Dr. Munroe's community activities are too numerous to list. He is a widely known speaker, and is especially in demand at local symposiums and workshops.

About the Speakers

PATRICIA PERRY

Notes on the Presentation

The 1990 U.S. Census will be a crucial tool for local economic development planners and providers of job training and education. The new Census will be the most comprehensive recent profile of the labor force and distribution of employment in Oakland, the East Bay, and the region, including the locational distribution of jobs, how many people are employed and unemployed, their demographic characteristics, levels of education, household incomes, and many other critical issues. It will also be useful for estimating the market for a wide range of economic development activities. We are in that intriguing time after the data has been collected but before most of it has been released. Patricia Perry of ABAG, who has been working extensively to orient Bay Area communities and professionals to the new Census, will provide us an overview with specific reference to Oakland and to employment development issues.

Background

Patricia Perry is the manager of the Regional Data Center and also the Senior Regional Planner at the Association of Bay Area Governments, where she has worked for 10 years. She was previously manager of the ABAG Clearinghouse, which reviews regionally significant environmental documents, and was staff to the I-80 Reconstruction Advisory Committee. At ABAG she has also been the editor of Projections '87 and '90, and created the Economic Information Directory. She has also worked as a planner for the Bay Area cities of San Anselmo, Sausalito and Alameda.

Ms. Perry grew up in Oakland and attended Oakland High School. She received a BA in Urban Affairs and a Masters in City and Regional Planning from UC Berkeley, and an MBA from St. Mary's College.

About the Speakers

ROBERT SCANNELL Notes on the Presentation

Preparation for a job and a career involves not only the acquisition of specific work skills but a fundamentally sound basic education. The Peralta Community Colleges have long been the largest provider of post-secondary vocational and academic options for Oaklanders. The Peralta District is seeking to strengthen its connections to Oakland's economic and educational institutions and to adapt its curriculum to the rapid changes in the labor market. Chancellor Robert Scannell will discuss the demands for effective vocational and academic preparation and some strategies for addressing them.

Background

Dr. Robert Scannell has been the Chancellor of the Peralta Community College District since 1988. Dr. Scannell came to California from Penn State University where he served as Vice President and Dean of the Commonwealth Educational System since 1980, a position with the responsibility for 800 faculty at 17 campuses and a budget of more than \$100,000,000 per year. Prior to that he was Dean of Penn State College of Health, Physical Education and Recreation, and Director of Sports Research Institute. A native of South Bend, Indiana, Dr. Scannell graduated magna cum laude from Notre Dame University and subsequently earned M.S. and Ph.D. degrees from Penn State.

About the Speakers

SAMUEL WALLACE

Notes on the Presentation

As we have learned in this series, Oakland is in the midst of several efforts to examine the ways in which the City and community delivers employment training and economic development services. Shortly after taking office Mayor Harris appointed a Task Force on Job Training and Development, which has been meeting for several months and plans to issue a report this summer. The Task Force has been meeting with employers and providers of training and education and collecting other types of information. Sam Wallace, co-chair of the Task Force, will describe its work and the key issues that Oakland faces in preparing a competitive workforce.

Background

Samuel Wallace is the personal representative for the Secretary of Labor for the Western Region of the United States. Mr. Wallace has established two small businesses, Williams and Wallace Co., a management consulting firm with offices in Los Angeles and Washington, D.C., and Xodex Enterprises Ltd., an Oakland-based market research/advertising firm. Before becoming an entrepreneur, Mr. Wallace worked for the Clorox Company and for Procter & Gamble in Cincinnati. Mr. Wallace has a B.A. in finance from Howard University and a masters degree in finance and marketing from Columbia University.

Small Group Activity

PURPOSE

This small group activity is meant to help us identify sources of information which can help the city and its residents make decisions about their future.

WHAT WILL HAPPEN

The facilitator will lead a brainstorming session to identify and assess sources and types of information which are necessary to plan for a specific aspect of employment training or job creation. The developments to be discussed will be presented at the start of the small group discussions.

Use the worksheet on the following page to create your own record of the discussion.

YOUR TASK

Your task is to identify the types of information needed in order to make a decision on this type of employment training or development. This is not the time for extended discussion of specific activities the city should undertake. Instead, your small group should focus on the knowledge and data which would be needed in order to make informed and intelligent decisions.

Workshop 4

Strategic Planning and Priority Setting for Oakland's Future

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Workshop Overview

Strategic Planning and Priority-Setting For Oakland's Future

"Strategic Planning" refers to processes that organizations or cities use to define goals, set priorities, and allocate scarce resources to meet those goals. Oakland has seen a proliferation of plans and processes for citizen participation, but we have lacked the flexible and authoritative road map that can guide progress toward widely-held community goals. Now, however, Oakland is embarking on a very promising community-wide strategic planning process. At the same time, a number of organizations and districts of the city are also developing strategic plans for their economic development activities. In this last workshop we will examine three of these planning processes.

Agenda

MAY 31, 1991

- 1:30 Welcome**
Overview of the Agenda
Review of Additional Series Materials
Henry Izumizaki and Victor Rubin, University-Oakland
Metropolitan Forum
- 1:45 Presentation**
Richard L. Spees, Oakland City Council and Co-Chair,
Oakland: Sharing the Vision
*Strategic Planning in Oakland: a progress report, with particular
reference to how economic development and employment issues can
be addressed in the process*
- 2:45 Case Studies of Local Strategic Planning**

Gary Fields, Director of Business Retention and Development,
Coliseum Commerce Center Corporation
*Using Existing Community Assets in Planning for the Future of
Industrial Oakland*

Mi Yeong Lee, Planner, East Bay Asian Local Development
Corporation
EBALDC's Strategic Planning Project
- 3:45 Series Wrap-up and Announcements**
Victor Rubin
- 4:00 Adjourn**

About the Speakers

RICHARD L. SPEES

Notes on the Presentation

Oakland: Sharing the Vision is a community-based, three-year process to develop goals and implementation strategies for Oakland's future. After several years of proposals and preliminary work, the process formally began this Spring and has already involved over 500 participants. Co-chair Dick Spees will provide an overview of the process and recent activities, at the point where the five task forces are about to hold their first meetings. He will discuss with us ways in which regional and local economic development trends and strategies, such as those we have explored in the workshops, can be addressed in the strategic planning process.

Background

Dick Spees has represented District Four on the Oakland City Council since 1979. He has been an active representative of the City to many regional boards, including serving as president of the Association of Bay Area Governments from 1987 to 1989, and was a co-founder of the Bay Area Economic Forum and Bay Area Bioscience Center. He is chair of the Chabot Observatory and Science Center and active in many other educational and philanthropic groups. He was formerly Vice President, Public Affairs for the Western Region, Kaiser Aluminum and Chemical Corporation, and now operating his own consulting firm. Mr. Spees is co-chair of Oakland's new Strategic Planning Process.

About the Speakers

GARY FIELDS

Notes on the Presentation

The goal of strategic planning is to develop and implement a vision for the future. This vision of tomorrow, however, must take into account what exists today. Oakland's Coliseum Area is poorly understood and little appreciated. It is often associated with social maladies and a dying economic order. Yet, the economic resources contained in this community are truly extraordinary.

In his remarks, Gary Fields will show how preserving these resources through business retention is the key to a successful future for the Coliseum Area and for the City of Oakland. Fields will challenge the fashionable notion that manufacturing has no future in Oakland. His talk beckons us to reassess future economic development priorities in Oakland by creatively looking at what we have, and "harvesting our own."

Background

Gary Fields is the Director of Business Retention and Development for the Coliseum Commerce Center Corporation (CCCC), a nonprofit, public/private partnership developing a program for the retention and expansion of firms in Oakland's Coliseum Area. In the position he works with local companies, community groups, and local government to design and implement policies aimed at expanding business investment and retaining employment in the 4100-acre Coliseum Commerce Area. Prior to this position, Mr. Fields was the research director for the Labor Research Group, Inc., a consulting firm specializing in employment and economic development analysis for labor unions, companies, and public agencies.

Mr. Fields has a Masters in City Planning from UC Berkeley, where he is a visiting lecturer on regional economic development and employment. Gary Fields also worked for several years as an all-around machinist.

About the Speakers

MI YEONG LEE

Notes on the Presentation

A community development corporation always faces a challenge in raising funds and allocating its scarce resources effectively to the most important projects. When the community the agency serves is growing and diversifying as rapidly as the East Bay's Asian community, the challenge is even greater than usual. The East Bay Asian Local Development Corporation has been conducting a strategic planning process to assess the changing needs of its constituents and the opportunities for project development and other activities, not only in Chinatown but throughout Oakland and beyond. Mi Yeong Lee of the EBALDC staff, will describe the process, which has relevance for many other community-based organizations.

Background

Mi Yeong Lee is a planner at East Bay Asian Local Development Corporation, where she is completing the organization's strategic plan as well as organizing and empowering Chinatown residents and tenants, and developing linkages to other service organizations. She has also recently completed a strategic plan for Cambodian New Generation, an Oakland-based organization. Mi Yeong is the author of *A Profile of Asian Americans: Changing Faces of the Asian Population in the East Bay*. She received her Masters degree from UC Berkeley's Department of City and Regional Planning.