

A detailed street map of Santa Rosa, California. The map shows a grid of streets including Carrillo St, Glenn St, Mendocino, Slater St, Humboldt, George Ave, 12th St, Kiesel Ct, California Ave, and Brookwood Dr. Major highways 101 and 12 are highlighted in orange. Parks such as Fremont Park, Doyle Park, and Fairgrounds are shown in green. Landmarks like Santa Rosa Plaza and the Fairgrounds are labeled. The map is overlaid with text for an appendix and contact information.

## Appendix E. Task: Asset Map

Prepared by:  
Chabin Concepts Team  
Audrey Taylor  
2809 Cohasset Road, Ste 5  
Chico, CA 9597  
800.676.8455  
[audrey@chabinconcepts.com](mailto:audrey@chabinconcepts.com)

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The purpose of a Asset Map is to identify critical and unique ingredients in the community that help local, primary firms compete in the global marketplace and offer a competitive advantage – as compared to other communities - to attract and expand new emerging growth companies.

**The following table lists the critical assets needed in the new Knowledge Economy, assessment of Santa Rosa on that factor and noted if there is a competitive advantage for Santa Rosa. (Note: the last column may contain information on source of data, and/or comparative data if there is no competitive advantage).**

ASSET MAP FINDINGS	
Objectives of an Knowledge Economy Assessment	
√	Identify existing location assets that support a knowledge-driven economy and any resources and tools that support entrepreneurial business activity
Note: If applicable, comments are provided about the importance of the asset to an innovation economy.	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage	
<b>Human Capital</b>			
Population size	147,495	Source: U.S. Census 2000	
Ethnicity of population	Santa Rosa	San Jose Metro	U.S.
	White: 77.6 %	47.5%	75.1%
	Black or African American: 2.2%	3.5%	12.3%
	Asian: 3.8%	26.9%	3.0%
	Hispanic or Latino: 19.3%	30.2%	12.5%
Speak a language other than English at home	Santa Rosa	San Jose Metro	U.S.
	22.2%	51.2%	17.9
Age of population	Santa Rosa	San Jose Metro	U.S.
U.S. Census 2000	Median age: 26.2 years	32.6	35.3
	18 years over: 111,790 or 75.7% of the total population	73.6%	74.3%
	65 years and over: 13.9%	8.3%	12.4%

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage		
<b>Human Capital</b>				
Community wealth	<u>Santa Rosa</u>	<u>Bay Area</u>	<u>Calif.</u>	<u>U.S.</u>
	Median household income: \$53,230	\$60,341	\$47,323	\$42,409
	Per capita income: \$37,331	\$45,573	\$32,989	\$30,806
	Families below poverty level: 5.1%	6.0%	9.2%	
	Individuals below poverty level: 7.5%	8.4%	13.3%	12.1%
Labor force size (local & draw)	<u>Santa Rosa</u> <u>Sonoma County</u>	<u>Bay Area</u>	<u>Calif.</u>	<u>U.S.</u>
	74,173                      259,271	3,733,928	17,650,557	148,164,000
In-migration of new residents and their demographic profile	Unable to obtain.	While actual migration numbers can be tracked using drivers license data, what is more critical is the profile of new residents in terms of their age and job status. A large percentage of in-migration is older adults (retired) who are seeking better quality of life at a lower cost (mostly through housing). This potential population shift often doesn't bode well for sustaining a community's economic vitality as these new residents ultimately tend to object to future growth and development.		
Commute times in minutes for labor force >16 years	<u>Santa Rosa</u> 23.1 minutes	<u>San Jose Metro</u>	<u>U.S.</u>	
		27.8%	25.5%	
		Excessive time spent commuting can have an impact on a worker's productivity. However, this may not be viewed by companies a significant problem as many tech companies now expect their employees to work outside the office telecommuting or working in satellite offices.		

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage		
<b>Human Capital</b>				
Housing Cost	<u>Santa Rosa</u> (Sonoma County 2004)	<u>Bay Area</u>	<u>Calif.</u>	<u>U.S.</u>
Median Home Price	\$461,320	\$661,660	\$462,510	\$187,000
Education attainment of local workforce 25 years and older (Number of advanced degrees, bachelor's degrees, associate degrees, or some college course work)	<u>Santa Rosa</u> Adults 25 and over with high school diploma or higher:: 84.2% Adults 25 and over with assoc. degrees: 9.4% Adults 25 and over with B.A. degrees: 27.6%	<u>Bay Area</u> 83.9% 7.2% 37.3%	<u>Calif.</u> 76.8% 7.1% 26.6%	<u>U.S.</u> 80.4% 6.3% 24.4%
Innovative K-12 learning programs that use technology, promote science and technology or prepare students for knowledge economy careers	<p>Santa Rosa Technology Magnet School (elementary grades)</p> <p>Integrates computers into instruction in all subject areas and grade levels</p> <p>Each classroom has at least four computers; school has computer lab</p> <p>Students have opportunity to use computers four times a week</p> <p>Each teacher has a web site</p> <p>AVID Program</p> <p>AVID is a fifth- through twelfth-grade program to prepare students in the academic middle for four-year college eligibility.</p> <p>It has a proven track record in bringing out the best in students, and in closing the achievement gap. AVID stands for Advancement Via Individual Determination.</p> <p>Most AVID students are underrepresented minorities -- African-Americans and Latinos -- who may lack a college-going tradition in their family and whose success is critical to closing the achievement gap.</p>	<p>Many communities and school districts are addressing the science and technology gap in schools by creating magnet schools and special programs that use technology as the basis for curriculum and a tool for learning.</p>		

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Human Capital</b>		
	<p>Pathfinder: School to Career Partnership (Santa Rosa County Office of Education)</p> <p>Pathfinder's mission is to respond to major economic shifts in order to better prepare young adults to compete in a competitive and dynamic economy</p> <p>Brings educators, employers, students, parents, teachers, community organizations and others together to build better linkages between what students learn and what they need to know to be successful as adults.</p>	
<p>Local workforce development program (focus, profile of customers, business services offered, linkages and alignment with economic development)</p>	<p>Sonoma County Workforce Investment Board</p> <p>Three major committees aligned to three industry clusters—health care, hospitality and high tech (a long term goal)</p> <p>Technology Committee supported the development of a M.S. in engineering program developed by SSU (but did not see any WIB representation from major technology companies)</p> <p>Technology committee is currently raising money for Lego Robotics programs for middle schools (students learn how to build and operate robots)</p> <p>Staff works closely with county economic development. There is an automatic referral system with Ben Stone who refers relocating businesses to an employer account representative who informs them about business services</p> <p>Does not currently work with city economic development staff or programs (City Human Resources staff person serves on the WIB)</p> <p>Contracts with Sonoma EDB to provide LMI information</p>	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Human Capital</b>		
	<p>Supported SSU in developing the masters in engineering program</p> <p>Strongest partners are community college and state agencies</p>	

Knowledge Economy Asset	Santa Rosa Assessment				Competitive Advantage
Globalization					
Annual exporting done by local companies	Santa Rosa	Bay Area	Calif.	U.S.	<p>In 2003, the Sonoma Economic Development Board issued an international trade report based on a survey of 300 company executives.</p> <p>65 responses or 23% of the executives completed the survey. However, no other current information was found. 2003 report showed:</p> <p>Majority of respondents (82%) involved in international trade are small businesses with less than 100 employees</p> <p>Exporting is the primary international business activity compared to importing, joint ventures and foreign direct investment</p> <p>Europe is the most important trading region; 16% of the respondents felt that China will be a major opportunity in the future</p> <p>Respondents from the high tech sector said that more than 80% of their annual revenues came from international trade with 52% anticipating an average 16% increase</p> <p>12% of the jobs in respondents' businesses directly tied to international trade—with in-house training being the primary method (43%) for building an international trade workforce</p> <p>57% of the respondents said that the Internet plays an important and critical role in facilitating international business</p>
	\$80,000	\$80,000	\$53,896	\$48,164	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Globalization</b>		
Foreign direct investment (Number of foreign-owned companies located in Santa Rosa or the region)	See above. Information not found.	
Programs/services to assist local business with exporting and other global opportunities	No programs or services were found.	Increasingly small businesses are expanding into global markets. Economic development programs should include resources and technical assistance to help local businesses enter global markets and also encourage foreign investment in the community. The latter is a strong generator of jobs especially when there is a weak dollar.

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Intellectual Capital and Innovation Capacity</b>		
Job churning and entrepreneurial risk—number of new start-ups and business failures combined	Information not available.	Information could be tracked informally using the North Bay Business Journal and updates from North Bay Angels, North Bay Technology Roundtable, Softech, local commercial lenders, etc. In entrepreneurial environments, there is a strong culture of risk taking and business failure is a hallmark of start-up ventures and entrepreneurs that quickly rebound to create new businesses.
Major technology employers and number of employees (2003)	Agilent – 2700 employees Medtronics -- 1400 employees JDS Uniphase/OCLI -- 1200 employees	These three companies have reduced the number of employees in Santa Rosa largely because of the option to shift jobs offshore.
Fast growth, start-up or entrepreneurial businesses in this mix that show 20 percent growth or more for four straight years or that are involved in cutting-edge technologies)	There is a strong concentration of telecommunications companies in Santa Rosa that includes some of the major employers: JDS Uniphase/OCLI Symmetricom – 100 employees SAC Cables – 20 employees Westwave Communications Network Photonics Telisys.net BroadLink Communications Baja Systems Centellex – 50 employees Lucent Technologies Nokia Texas Instruments – 50 employees	List compiled from North Bay <u>Business Journal Book of Lists</u> and information is two year's old. (Number of employees are noted when information was available). No other lists of technology companies in the City/region were found. There are a number of start-up and emerging biotech/biomed companies located in the region (Marin and Sonoma County)

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage						
<b>Intellectual Capital and Innovation Capacity</b>								
	<p>Microsource – 50 employees</p> <p>VertiCom</p> <p>Advanced TelComGroup</p> <p>SpectraSwitch – 20 employees</p> <p>Sonoma Photonics – 50 employees</p> <p>Sirific Wireless – 10 employees</p> <p>True Time</p> <p>Ciera Photonics – 50 employees</p> <p>Legare Networks</p> <p>Other technology companies:</p> <p>Seres Laboratories</p> <p>Endomatrix</p> <p>Intuit – 70 employees</p> <p>Dataflow – 20 employees</p> <p>Cloud Buzz – 10 employees</p> <p>As of 2003 there were 10 ISPs serving Santa Rosa.</p>							
Number of high tech jobs (electronics manufacturing, software, computer-related services, telecom and biomedical)	Above is a partial list of technology companies and number of employees (2004).	The number of total technology related jobs is advantageous to track for marketing purposes especially the number of tech related jobs as a percentage of total jobs in the MSA. This demonstrates the community's strength as a technology center.						
Share of jobs in high tech industries	<u>Santa Rosa</u> 7.87%	<table border="1"> <thead> <tr> <th><u>Bay Area</u></th> <th><u>Calif.</u></th> <th><u>U.S.</u></th> </tr> </thead> <tbody> <tr> <td>8.6%</td> <td>6.37%</td> <td>3.74</td> </tr> </tbody> </table>	<u>Bay Area</u>	<u>Calif.</u>	<u>U.S.</u>	8.6%	6.37%	3.74
<u>Bay Area</u>	<u>Calif.</u>	<u>U.S.</u>						
8.6%	6.37%	3.74						
Managerial, professional and tech jobs	34.1%	<table border="1"> <tbody> <tr> <td>43.6%</td> <td>36%</td> <td>33.6%</td> </tr> </tbody> </table>	43.6%	36%	33.6%			
43.6%	36%	33.6%						

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Intellectual Capital and Innovation Capacity</b>		
<p>Major universities, community colleges, vocational education and other special industry focused programs (availability of science and engineering, business and entrepreneurial programs)</p>	<p><b>Santa Rosa Junior College</b></p> <p><b>Tech Academy (Petaluma)</b>  The Academy targets training to meet the needs of employees of local companies and include a higher percentage of computer and technical subjects.  The Academy offers a telecommunications certificate and customized training for businesses  The Academy has an impressive list of corporate partners that provide guidance on training and opportunities for students to learn about local companies.</p> <p><b>Sonoma State University</b>  First masters degree in engineering will be offered in fall 2005  A bachelors degree in engineering is now planned  Name of School of Science changed to School of Science and Technology</p> <p><b>Empire College</b>  Offers two-year business and law programs including accounting, bookkeeping, computer technology, legal, medical, office administration and tourism, hospitality and wine</p> <p><b>Cisco Networking Academy and Microsoft It Academy</b>  University of San Francisco offers degree programs for adult learners in business, health care management human services and education</p>	<p>The global economy is requiring workers who have the technical and job-ready skills to help businesses stay competitive. That means workers must be accept life-long learning in terms of constantly upgrading their skills for the many careers they will have in their professional life. Communities must then offer a diverse range of training and education resources that can meet those life-long learning skill demands.</p>

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Intellectual Capital and Innovation Capacity</b>		
	<p><b>New College of California</b> Offers degree programs in eco-agriculture, eco-dwelling, and environmental entrepreneurship</p> <p><b>Vocational Schools</b> There are over 19 schools in the county that offer computer and business training.</p>	
Commercialization of technology or start-up activity from the university and its programs	No evidence of commercialization activity found.	One of the goals of establishing the new degree programs in engineering is to provide local talent for companies and, undoubtedly, to create local innovation capacity.
Research-focused institutions	None found	Typically, research-based institutions are a strong source of ideas that can be commercialized and spawn new start-ups.
Entrepreneur-related programs on campus; unique public-private partnerships with business and industry or other technology based initiatives )	<p>Sonoma State University (SSU) will offer a masters in engineering starting in the fall of 2005</p> <p>SSU's School of Science and Technology is also working with the Sonoma County Economic Development Board to revitalize the North Bay Technology Roundtable by convening a meeting local CEOs to talk about partnerships and program.</p> <p>Santa Rosa Junior College's Economic Institute offers opportunities for students and faculty to work with local businesses through the following programs:</p> <ul style="list-style-type: none"> <li>Work experience and internships</li> <li>Workforce training</li> <li>College industry advisory committees</li> </ul>	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Intellectual Capital and Innovation Capacity</b>		
	<p>Support seminars about the job market, workforce training, economy and small business operations</p> <p>North Bay Life Sciences Network</p> <p>This public/private industry group was the result of Sonoma County EDB's survey of 30 life science companies located in the area; 15 indicated interest in attending this meeting</p> <p>Companies were interested in public policy aspect of the Network's mission especially with regard to patent process and accessibility/friendliness of the FDA.</p> <p>Recommended initiatives included recruitment of new talent, visibility/promotion of firms and the region's location assets</p> <p>Education programs/collaborations with other colleges and high schools</p>	<p>The North Bay Life Sciences Network and the North Bay Technology Roundtable are currently being "refreshed" for a new direction pending the outcome of a meeting with local CEOs, the Sonoma County Economic Development Board and Sonoma State University representatives.</p>
<p>Number of patents issued to companies or individuals per 1000 workers</p>	<p>Not found.</p>	<p>Information must be compiled from data provided by the U.S. Patent and Trademark Office. The number of patents obtained by local companies is a good indicator of entrepreneurial activities and could be obtained through an annual survey of local businesses</p>
<p>Federal research labs or other research institutions</p>	<p>None found</p>	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Intellectual Capital and Innovation Capacity</b>		
<p>Special Industry Groups (SIGs) that provide a venue for entrepreneurs to share ideas and access resources</p>	<p>North Bay Technology Roundtable          Comprised of executives from over 25 local technology-driven companies as well as representatives from local education institutions and trade groups          Staffed by Sonoma EDB          Members include university, junior college and K-12 education          North Bay Technology Roundtable committees developed innovative programs and initiatives that address the needs of the local technology sector including education, workforce, infrastructure, and public awareness.          Past accomplishments include promoting the creation of:          Masters of Science in Engineering program at Sonoma State University; there is now an effort underway to create a bachelor's degree in engineering          Lego Robotics program for local youth, and hosting that gave high school and middle school students the opportunity to learn programming and engineering skills.          A Tech Tour of local technology businesses to create better awareness among government, education, and business leaders of the technology sector          The NBTR Infrastructure Committee addresses infrastructure-related needs in the North Bay, including transportation, and housing affordability and availability.          Promotion of Telework. The NBTR hosts instructional workshops to provide an overview of telecommuting as a concept.</p>	<p>See comment on the North Bay Life Sciences Network</p>

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Intellectual Capital and Innovation Capacity</b>		
	<p>Support the Housing Coalition by attending community meetings and workshops.</p> <p>Support the Sonoma County Transportation Authority NBTR members attend SCTA meetings to help develop solutions to various transportation concerns.</p> <p>Promoting the expansion of broadband Internet connectivity such as the creation of WiFi hot spots in libraries and other public spaces to increase wireless Internet access, and supporting KRCB to roll out Internet broadband throughout Sonoma County.</p> <p>The Public Awareness Committee creates projects and initiatives that expose the vibrancy and strength of the North Bay technology sector.</p> <p>Issues a news letter that highlights positive news and trends in the North Bay technology sector by showcasing the accomplishments of technology companies and executives.</p> <p>SofTECH</p> <p>Is the North Bay Software and Information Technology Industry Forum where individuals and organizations connect, learn and share for business and professional success</p> <p>SofTEch has several Special Industry Groups (SIGs) that meet monthly</p>	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Intellectual Capital and Innovation Capacity</b>		
Incubators (focus or specialty)	<p>Currently, there are no incubators operating in Santa Rosa area. The Agilent campus in Rohnert Park was purchased by Coddling Enterprises. The campus is comprised of 700,000 sq ft of building and approx 200 acres.</p> <p>There are discussions about taking part of one of the building and converting it to 30,000 sq ft of incubator space. There is infrastructure in place such as a calibration chamber, sound room and furnaces that the lessees could utilize.</p> <p>In addition Coddling has had discussions with SSU and SRJC about working with collaboratively on the project.</p>	<p>Sector focused incubator is an important tool and resource to business start-up ventures especially where there is an emerging technology sector of talent and research taking place such as telecommunications, software, or biotech/biomed.</p> <p>The key to an incubator's success is financial sustainability, strong management or oversight, clear objectives and a physical location that is configured to meet the needs of the businesses.</p>
Local entrepreneur-to-entrepreneur peer group or business advisory group to local economic development	<p><b>Sonoma County Business Alliance</b></p> <ul style="list-style-type: none"> <li>▪ The Alliance is a coalition of business, agriculture, labor and individuals organized to protect <b>private property rights</b>, to encourage a <b>healthy economy</b>, to maintain a <b>sound environment</b>, and to promote a responsive <b>political process</b></li> </ul> <p><b>Santa Rosa Chamber of Commerce</b></p> <p>The Chamber provides business services to its members, initiates and supports public policy that affects the welfare of Santa Rosa businesses, and provides a platform for partnerships and communication with them.</p> <p>A recent critical initiative is based on a white paper written by two senior executives from Agilent that identified the importance of attracting higher paying jobs for Santa Rosa residents.</p>	<p>Critical to a region's long term economic development vitality is the leadership of an organization of public/private partnerships dedicated to that objective and addressing the key economic development public policy issues.</p> <p>In Silicon Valley, Joint Venture Silicon Valley and the Silicon Valley Manufacturing Group have both provided strong leadership for these two initiatives. The Manufacturing Group's memberships is predominantly industry based while Joint Venture has a both public and private sector members.</p>

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Intellectual Capital and Innovation Capacity</b>		
	The chamber is developing a strategy for attracting and creating these jobs to the community.	
Local entrepreneurs who are leaders and mentors	There are a number of local entrepreneurs and technology company executives who are actively involved with the Santa Rosa Chamber of Commerce and other industry groups such as the North Bay Angels and the North Bay Technology Roundtable.	A critical New Economy factor in order to attract and support start-up and emerging growth companies.
List and profiles of local entrepreneurial companies and key executives	No list is available except for those who serve on boards for groups mentioned above.	A critical New Economy factor in order to attract and support start-up and emerging growth companies.
Existing economic development organization or program that serves as an “entrepreneur catalyst”	<p><b>Sonoma Economic Development Board</b>  Provides assistance services directed toward encouraging the startup, retention and expansion of Sonoma County businesses and jobs, particularly with small businesses; creation of new jobs and employment opportunities; and diversification of economic activity and strengthening the County's tax base.</p> <p>The EDB has two major functions:</p> <p>To provide information and referral services to help local businesses to start up, succeed, and grow.</p> <p>To develop and disseminate factual data regarding significant economic activities, trends and projections for Sonoma County. In addition, the Economic Development Director performs numerous activities on behalf of the Board of Supervisors ranging from coordination to analysis of issues impacting Sonoma County.</p>	See additional information on the Sonoma EDB.

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Intellectual Capital and Innovation Capacity</b>		
	<p><b>The Redwood Empire Small Business Development Corporation (SBDC)</b></p> <p>A public/private partnership between the U.S. Small Business Administration, San Jose State University and the California Community Colleges</p> <p>Operated by Santa Rosa Junior College and provides access to SBA funding sources for local businesses</p> <p>Offers business counseling services that include facilitating the lending of equity capital and is highly regarded among other SBDC programs in the state.</p> <p>Other programs include offered by the SBDC include:</p> <p>The Sawyer Center which offers one-on-one counseling and information on new product development, intellectual property, patents ,trademarks and copyrights</p> <p>Rx For Business Program which offers low-cost, comprehensive on-site business analysis</p> <p>Nxlevel Entrepreneurial Training which offers one-week class that educates small business owners in practical management tools</p> <p>The SBDC also provides links to other resources and agencies that provide services and key information to local businesses.</p>	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Digital Infrastructure</b>		
Percentage of households with Internet access	Information not found through research of promotional materials and local and regional economic development web sites. Our research shows that 58% of Santa Rosa adults use the Internet and 73% of children have access to computers in the classroom. Both figures are above the Bay Area average.	This information may not be collected on a regional or county level through public information sources. Information can also be obtained from Economy.com but a fee is probably required. Internet use in households and schools is a measure and indicator of a community's technology sophistication which is increasingly important to knowledge driven companies.
Use of broadband or WiFi access by the local population	Information not found.	See above.
Number of computers per student in K-12	Our research showed that 72% of Santa Rosa students have access to computers in the classroom.	The Sonoma County Office of Education provides a list of all schools in the County and their addresses. A second list has the number of computers per school and the number of classrooms with Internet access by school. The information from the two lists would need to correlate to get a total number of schools as not all schools listed are located in Santa Rosa. Two lists are included the Appendix of this report.
Number of schools with Internet access	Information not readily found.	See above.

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Early Stage Financial Capital</b>		
<p>Locally administered public financing resources (accessibility, value and number of recently funded deals)</p>	<p><b>The Redwood Empires Small Business Development Corporation</b> states that over the last five years, 87 businesses generated \$14,541,500 in equity capital. This assistance as facilitated by the SBDC.</p> <p>There is a <b>SAFE-BIDCO</b> office in Santa Rosa that acts as a catalyst for economic development. It serves as a non-traditional financing source for existing and start-up businesses, whose financing needs are underserved by traditional lending institutions</p> <p>The <b>City of Santa Rosa</b> can facilitate industrial development bonds which offer lower interest on borrowed capital.</p>	<p>Increasingly communities in California cannot compete for new business expansions because of cost and must look to business formations as a source for new job creation. Access to capital is the primary challenge for new business start-ups whether they sell products or services. Consequently, communities need to ensure that access to capital is addressed through a combination of traditional and non-traditional sources. Many cities have used redevelopment and even the general fund to seed grants and small business loan programs.</p>
<p>Public financing vehicles that are not administered locally</p>	<p>Information not available.</p>	
<p>Commercial lenders that support entrepreneurial or start-up ventures (accessibility, value and number of recent deals)</p>	<p>In 2002-03, local banks did over \$31 million in SBA loans to local businesses.</p> <p>General feedback is that business lending follows conventional funding requirements and is not geared to higher risk businesses or start-ups.</p>	
<p>Locally based angel investment group (recent deals, value of investment, accessibility)</p>	<p><b>North Bay Technology Angels (NBA)</b></p> <p>At present the NBA has 80+ members. The membership is a diverse group of successful business men and women including former company CEO's (both public and private), venture capitalists, attorneys, private business owners, inventors, CFO's, real estate executives, and many other business management professionals</p>	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Early Stage Financial Capital</b>		
	<p>The Vision of the NBA is to provide a forum for successful, North Bay businesspersons and professionals (angel investors) to meet entrepreneurs who have developed innovative concepts, products, services or projects that need investment capital and mentoring to flourish and grow.</p> <p>Primary goal is to promote the growth of local emerging companies that have promise to become large, successful enterprises and employers. We believe that our success in this primary goal will make the North Bay an even more attractive business center that can compete favorably with other business centers in the Bay Area, California, and elsewhere.</p> <p>NBA invites early stage companies to present their plans to achieve meaningful business milestones with a capital infusion of \$150,000 to \$1,000,000. The fact that these companies are in their early stages implies that these investments involve great risk.</p> <p>Priority will be given to opportunities that are related to telecommunications, software, internet, optics, and medical devices/services because these are areas already established in the North Bay.</p> <p>In addition, other potentially attractive investment opportunities such as real estate development, manufacturing, retail, food/wine projects, etc. will be considered.</p>	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Early Stage Financial Capital</b>		
	In many cases the presenting company will already have other funding sources, and the interested NBA members would provide only a part of the company's requirements. Start-ups that have received funding are located primarily in the North Bay (north of San Francisco).	
Other private investors that are interested in local entrepreneurial opportunities	Not able to identify.	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Physical Location Assets and Infrastructure</b>		
Availability of business or industrial parks	The City has several business and industrial parks with newer parks to the north close to the airport.	
Current database/inventory of available space	The City's web site contains a list of available industrial and commercial properties which includes address, asking rents, size of space and the listing broker. It appears that the City has a large inventory of available buildings but there is no map on the web site that shows where the key industrial and business parks are located in the City.	
Availability of incubator size industrial/office space	Santa Rosa business parks currently do not have a large inventory of incubator-size space	According to an industrial broker with Orion Partners, this type of space is currently in demand.
Developable sites with adequate infrastructure	Santa Rosa has no large, vacant industrial sites available.	
Airport with scheduled service to other metro areas	The region has a county airport but there is no commercial air service. There is a committee of business and civic leaders who are working to bring air service to Santa Rosa.	In a global economy, businesses must have access to commercial air service for domestic and international air travel. There must also be air transportation to ship goods in and out of the region.
Public transportation system that efficiently provides access to job sites, community facilities and housing	CityBus (operated by City of Santa Rosa) Provides fixed-route service, primarily within the City of Santa Rosa, to a population of approximately 150,779. Hours of operation are 6:00 am to 8:25 pm Monday through Friday; 6:00 a.m. to 8:15 p.m. on Saturday; and 10:00 a.m. to 5:15 pm. on Sunday.	Feedback from focus groups was that public transportation was not adequate in terms of operating hours and number of routes.

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Physical Location Assets and Infrastructure</b>		
	<p>Operates seventeen (17) regular routes. All regularly scheduled service vehicles are wheelchair accessible and most are no-step, low-floor buses. The City contracts with MV Transportation to provide curb-to-curb dial-a-ride services for elderly and disabled persons in the City. The CityBus route structure is designed around a timed-transfer method of providing service. Different sets of CityBus routes arrive and depart (pulse) at the Transit Mall and other designated transfer locations at routine, periodic intervals. Many Sonoma County Transit routes that serve the Transit Mall are also scheduled at these pulse times.</p> <p>The Transit Mall is the location where bus riders are most likely to transfer between CityBus routes and those operated by Sonoma County, Golden Gate Transit and Mendocino Transit Authority.</p>	
Office buildings available in downtown	There is a lack of Class A and B office space in the downtown.	Knowledge-based start-ups tend to like downtown locations because of the availability of services and amenities.
Broadband and Wi-Fi access to buildings or industrial parks	Information on sites on City's web site does not indicate accessibility to Wi Fi or broadband. Developers and business owners that were interviewed or participated in the focus groups stated that broadband access service was sometimes inconsistent. One broker mentioned a lack of Wi-Fi service in the industrial parks.	The availability of digital infrastructure in business and office parks is critical to attracting and retaining knowledge-driven companies with customers and business operations in multiple domestic and international locations.

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Professional Services that Support Start-Up or Fast Growth Companies</b>		
Availability of legal, accounting, marketing/advertising, public relations, executive search, job placement, management consulting and technology support services	Of the 25 largest law firms in the region, six list expertise assisting start-up companies. Half list expertise in high tech and telecom. However, feedback from a business focus group indicated there were not adequate professional services for high tech start-ups.	In a focus group meeting of emerging and start-up technology companies, one entrepreneur stated that he is unable to find legal and accounting firms in Santa Rosa that have specific expertise in technology issues (intellectual property, IPO issues, etc.) Access to this business assistance is critical to start-up ventures and creating higher value jobs.
National and international professional services firms located in the community or the region	No firms are located in Santa Rosa.	
One-stop source that provides business, financial and technical assistance to local entrepreneurs	The Redwood Empire SBDC has a directory of business resources on its web site.	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Local Business Climate</b>		
Streamlined regulatory process that is clearly articulated in planning documents and consistently administered	<p>Based on feedback from business focus groups and interviews, the City's development review process is slow and unpredictable in terms of how policies and regulations are applied.</p> <p>The development approval process has been an area of significant focus by the Community Development Dept. They have implemented "One Stop" shopping, on-line permit processing, and an Ombudsman function. They have also met with key stakeholders (such as the North Coast Builders' Exchange) to discuss progress on changes and other continued issues</p>	In a dynamic global economy, the business drivers are speed-to-market, flexibility, productivity and quality of workforce. Communities must align the delivery of their business support services to these drivers.
Business taxes that are in line with other competitive cities in the region	<p>There was concern from the business focus groups about the City's fees, specifically the wastewater and water demand fees.</p> <p>Wastewater demand fees for businesses downtown (including restaurants) were granted eligible for payment plans as a method for easing the financial impact upon these businesses.</p>	See City fees for water and sewer in Appendix.
Business incentives that are valuable to business targets	Other than wastewater demand fee deferral payment option for restaurants, the City does not offer any incentives to business targets.	What is more important than incentives is ensuring that business costs, in general, are competitive with surrounding cities and other comparable locations.

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Local Business Climate</b>		
Local economic development program perceived to be supportive of local businesses	Feedback from business focus groups and interviews did not surface any comments, either positive or negative, and little awareness about the City's economic development program. The County's economic development program (Sonoma EDB) garners high visibility and praise for its regional economic development initiatives.	Key to a city's economic vitality, is a strong economic development program that offers a comprehensive array of programs, services and resources that support local businesses.
There is community consensus on economic development and growth	City Council has not identified and reached consensus on city-wide economic development goals.	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Quality of Life and Cultural Infrastructure</b>		
Urban housing choices (town homes, lofts, live-work spaces, condominiums) located in or close to a downtown	<p>There is opportunity for more housing density in the downtown that supports retail and could offer a variety of urban housing types in addition to creating an urban environment that appeals to knowledge workers.</p> <p>Three multi-family housing units are underway downtown (Hugh Futrell and other projects on Healdsburg Avenue and 7th Street). Housing is also under consideration for the White House Site parking garage.</p>	
Safety-low crime rate in the urbanized areas.	Of the 114 mid-size metro areas (population ranging from 200,000 to 500,000), Santa Rosa ranks 28 <sup>th</sup> (for all types of crime tracked by the FBI).	A community's crime rate is a key location factor for companies trying to attract and retain qualified workers.
Strong downtown or urban sense of place with diverse choice of restaurants, art cinemas, galleries, book stores, boutique stores, nightclubs, coffee bars, and other independent merchants.	Downtown Santa Rosa has a number of these amenities but still needs to strengthen them and housing options that appeal to knowledge workers.	
Availability of "24-7" amenities, entertainment and social opportunities.	See above.	
Range of recreation amenities- bicycling trails, jogging trails, urban parks	Adequate parks and trails area available.	

Knowledge Economy Asset	Santa Rosa Assessment	Competitive Advantage
<b>Quality of Life and Cultural Infrastructure</b>		
Active and diverse university cultural programs – theater, music, sports, arts.	Sonoma State offers a number of these programs on campus.	
Efficient and easily accessible commercial services concentrated in a specific area. Smaller, distinctive urban neighborhoods or shopping centers that offer “one-stop”, smaller scale shopping	Within the region, there are a number of smaller communities that are undergoing transformations to create more vibrant, distinctive commercial areas. The Railroad section of Santa Rosa is currently undergoing redevelopment to increase its retail vibrancy.	
Diversity in ethnic, cultural, and lifestyle choices	Santa Rosa is the metro center for the county. There are a number of ethnic restaurants and businesses located in the City. The City has a Hispanic Chamber of Commerce that supports and represents the interests of Latino businesses.	In a global economy, companies must compete for top talent that is often multi-cultural. In order to attract and retain these workers, a community must offer and support a diverse range of ethnic, cultural and lifestyle choices. In addition, business support programs must support business/ethnic diversity as this is a strong source of entrepreneurs and job creation for the community.