



Meeting Date: 6/14/2011

ACTION	TYPE OF ITEM
<input type="checkbox"/> Approved Recommendation	<input type="checkbox"/> Info/Consent
<input type="checkbox"/> Ord. No(s). _____	<input checked="" type="checkbox"/> Report
<input type="checkbox"/> Res. No(s). _____	<input type="checkbox"/> Public Hearing (Info/consent)
<input type="checkbox"/> Other _____	<input type="checkbox"/> Other

Prepared By: Edmund F. Sotelo, City Manager

Agenda Item No. **0-1**

Reviewed By: City Manager *[Signature]*

City Attorney *[Signature]*

Finance *[Signature]*

Other (Specify) _____

DATE: June 9, 2011

TO: City Council

FROM: Edmund F. Sotelo, City Manager

SUBJECT: Economic Development Corporation of Oxnard (EDCO)

RECOMMENDATION

That the City Council provide direction concerning the future involvement of EDCO in the economic development activities of the City of Oxnard.

DISCUSSION

History/Background

At a recent City Council meeting, the City Council requested that the subject of the EDCO's relationship to the City be placed on the City Council agenda for discussion.

In 1993 the City Council expressed its concern that economic development remain a high priority for the City. They supported the creation of a non-profit corporation dedicated to Oxnard's economic development needs. A combination of state revenue reductions and local economic challenges necessitated the need to reduce the size of City government and outsource services to the private sector when feasible.

On January 11, 1994, the Greater Oxnard Economic Development Corporation (EDC) was endorsed by the City Council. Its mission, as a non-profit corporation, was to enhance economic development in Oxnard through business attraction, expansion and retention. Prior to the formation of the EDC, this mission was assigned to the City's Economic Development Department.

Funding

Per the original agreement, funding for a five (5) month start-up period of the EDC (which was February 1, 1994 through June 30, 1994) was approved in the amount of \$266,000, of which \$188,500 came from the City's General Fund and \$77,500 was funded by the Community Development Block Grant (CDBG) funds. Effective July 1, 1994, the first amendment to the agreement amended the funding amount for FY 1994-95 to \$642,000, of which \$315,000 was from the General Fund and \$327,000 in CDBG funds. CDBG funds increased due to the added scope of administering a CDBG

Business Retention Program. The second amendment, effective July 1, 1995, added the Oxnard Redevelopment Agency (Agency) as a party to the agreement, amended the scope of work to include the EDC Work Program, and also set out new funding for FY 1995-96 in the amount of \$366,400, of which \$189,200 was from the General Fund, \$102,200 from the Agency and \$75,000 in CDBG funds.

Council approved the current agreement between the City, the CDC (formerly known as the Oxnard Redevelopment Agency), and EDCO (#A-6520) on June 28, 2005 for the term of July 1, 2005 to June 30, 2010. The agreement was amended on June 22, 2010, which extended the term to June 30, 2015.

OPTIONS

The City Council may consider the following options:

1. Maintain current arrangement with EDCO.
2. Opt out of the contract providing six (6) months notice.
3. Reinstate the Economic Development function to the City.
4. Discussion of potential phase out of City contribution.
5. Combination of more than one option.

FINANCIAL IMPACT

There is no financial impact at this time.

EFS/el

Attachment #1 - City Council Report and Business Plan for creation of EDCO, 11/9/93.



TYPE OF ITEM:	
<input type="checkbox"/>	Information/Consent
<input checked="" type="checkbox"/>	Department Report
<input type="checkbox"/>	Housing Authority
<input type="checkbox"/>	Redevelopment Agency
<input type="checkbox"/>	Other

Prepared by: Steven L. KinneyAgenda Item No. E-1

Reviewed by: City Manager

City Attorney *[Signature]*Finance *[Signature]*

Other N/A

DATE: October 27, 1993

TO: City Council

FROM: Steven L. Kinney, Economic Development Director *[Signature]*SUBJECT: Business Plan for New Economic Development Corporation

ACTION:

<input type="checkbox"/>	Approved Recommendation
<input type="checkbox"/>	Res No(s) _____
<input type="checkbox"/>	Ord No(s) _____
<input type="checkbox"/>	Other _____

Recommendation

That the City Council:

1. Accept the Business Plan for the new Economic Development Corporation (EDC), and authorize staff to proceed with implementation documents, including submitting Articles of Incorporation to the State and preparing a contract for services between the EDC and the City.
2. Dissolve the Economic Development Advisory Commission, effective at the time of creation of the Economic Development Corporation.

Discussion

Following a City Council Study Session in August to discuss the formation of an Economic Development Corporation as a replacement for the City Department of Economic Development, staff has worked with the consultants who participated in that discussion to create a full Business Plan for the new corporation. This plan sets forth the organization of the corporation, its Board structure, management and staff, strategic goals and objectives, operating program, and financial plan.

The proposed start-up date for the corporation (and the corresponding elimination of the City Department) is January 1, 1994. The impacts of this plan on the City organization and budget are the following:

- The proposed contract amount for the EDC for the remainder of FY 93-94 is the same as the amount remaining in the Department budget as of the start-up date, i.e., there will be no impact on the General Fund.

- The City staff will be reduced by one department head and two-and-one-half other positions. There will remain one-half of the current Economic Development Officer (Management Analyst) position, to act as liaison to the EDC and as City advocate for economic development issues. This half-position will be incorporated into the City Manager's Office. Funds to support this half-position will be transferred from the current Economic Development Department budget, so again there will be no impact on the General Fund.

If the approach outlined in the Business Plan is consistent with City Council's expectations for the Corporation, the next steps will be for the Incorporators to file papers with the State to bring the Corporation into existence. At the same time, staff will prepare a detailed contract for services between the City and the EDC, which will be presented to the City Council in December. This contract will identify precisely the activities to be undertaken by the EDC on behalf of the City, and how those activities will be evaluated for successful performance. Once approved by the City Council, this contract will be the basis for the EDC's start-up in January.

The Plan has been presented to the Economic Development Advisory Commission (EDAC), and has been endorsed by that body. Further, the EDAC felt that the new Corporation is being structured to represent most of the same interests which are now represented on the EDAC, so that the continuation of the EDAC would be an unneeded duplication of effort. Consequently, consistent with the City Council's desire to streamline the number of Citizen Advisory Groups, the EDAC is supportive of staff's recommendation that the EDAC terminate its activities when the new Corporation is formed.

Attachments

Attachment #1 - Draft Business Plan for Oxnard Economic Development Corporation.

SLK:kst
SK.137

DRAFT BUSINESS PLAN

FOR THE FORMATION OF

THE OXNARD ECONOMIC DEVELOPMENT CORPORATION

PRESENTED TO

**THE OXNARD CITY COUNCIL
NOVEMBER 9, 1993**

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**DRAFT BUSINESS PLAN FOR THE FORMATION OF
THE OXNARD ECONOMIC DEVELOPMENT CORPORATION**

October 28, 1993

OXNARD ECONOMIC DEVELOPMENT CORPORATION

Mission. The Oxnard Economic Development Corporation (OEDC) is a private, not-for-profit corporation, constituted with the following mission:

to provide public-private leadership on matters pertaining to the economic development and prosperity of the people and businesses of Oxnard. The OEDC should proactively guide the economic future of the City, by fostering the growth of existing businesses and by leading new economic forces to Oxnard, consistent with enhancing the community's quality of life.

The Corporation is a successor to the City of Oxnard Economic Development Department, which is to be eliminated concurrently with the start-up of the OEDC.

History Several forces converged during 1993 to support the creation of a non-profit corporation dedicated to Oxnard's economic development needs. First, the City Council which was seated following the 1992 election made clear that economic development was one of its highest priorities, and asked the staff to present a program which would return the City to its historically-accustomed aggressive posture in this arena. That program, and related budget, were approved in March 1993.

However, at the same time, the overall City budget was under pressure from a combination of local economic weaknesses and State-generated revenue reductions. The City Council committed itself to reducing the size of the entire city government, with an emphasis on placing services into the private sector whenever feasible.

In this environment, the City Council, the Economic Development Advisory Commission, and the Oxnard Chamber of Commerce Board of Directors met in June, 1993, for a day-long retreat on how best to organize the City's future economic development efforts. From this retreat, the idea of creating a private corporation to take over the City's economic development department activities emerged.

Between June and November 1993, the City Economic Development staff researched the state-wide experience with economic development corporations (EDC's) at the local level, and worked with economic consultants to prepare a feasibility

assessment to the City Council. Following a favorable response from the Council, the next step was to prepare a full Business Plan for the start-up of the corporation, with the target implementation date of January 1, 1994.

THE OEDC DEVELOPMENT STRATEGY

The Market for OEDC Services

There are three major markets which are potential constituencies for the OEDC:

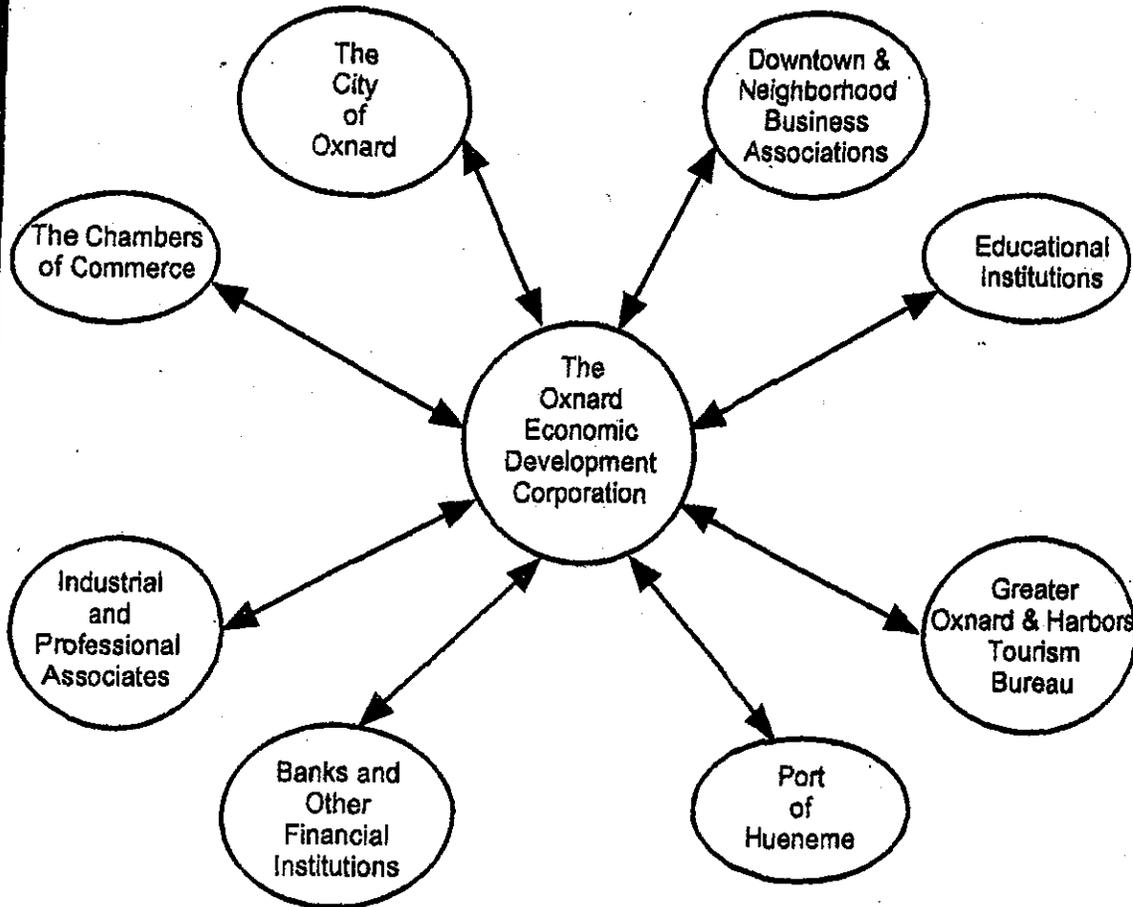
- 0 the labor force now residing or working in Oxnard, whether currently employed or not, for whom the OEDC would seek to maintain and enhance their employment opportunities.
- 0 the businesses now located in Oxnard, for whom the OEDC has several missions:
 - * enhance their markets and marketing opportunities;
 - * increase their management and workforce efficiency;
 - * assure that the local government and other regulatory bodies do not operate so as to gratuitously hinder growth and profits.
- 0 the businesses which are not now in Oxnard but which are or should be considering a location here.

Overall Strategy

To achieve its mission, the fundamental strategy of the OEDC is to leverage resources. The OEDC will seek to bring about large results with small changes through program initiatives, funding practices, partnering and alliances, advocacy, and creating subsidiaries or spinoffs in response to strategically targeted needs. This strategy envisions the OEDC as the hub of an economic development stakeholder wheel.

The most effective economic development programs involve the concerted effort of numerous organizations, both public and private. Coordination and collaboration are essential to achieve optimal effect. This is the heart of the OEDC strategy. Leveraging its institutional and financial resources, OEDC will work collaboratively with other organizations in the region, as illustrated in the accompanying chart.

**THE HUB LEVERAGING STRATEGY
OEDC RELATIONSHIPS TO ECONOMIC STAKEHOLDERS**



NOTE: This graphic is representative and not intended to depict all possible leverage relationships

Strategic Goals and Objectives

The dominant strategic goal for the OEDC is to enhance employment opportunities and improve the quality of employment and economic activity throughout the City. More specific goals include:

- increasing the number and quality of jobs in Oxnard for the workforce now living or working here.
- enhancing the efficiency and market potential of those businesses now operating in Oxnard.
- attracting additional businesses and employment opportunities to Oxnard.

Within the context of these overall strategic goals, specific objectives will change over time as the OEDC matures and gains more experience and feedback about its operations and about the needs of the regional economy. At the outset, there are four critical objectives to guide the OEDC during its development period:

- to coordinate and integrate the various activities of individual firms, the OEDC and other organizations involved in promoting Oxnard, in order to enhance the efficiency and effectiveness of each and maximize the impact of all.
- to organize and attract additional resources to the economic development missions of the City, including obtaining external financing, organizing new local income-producing activities, and coordinating and managing those programs which explicitly bring funds into the City for this purpose.
- to organize task forces and, where appropriate, create specific subsidiary organizations to deal with specific industry and community needs in economic development.
- to identify the needs of the key industries now located or potentially located in Oxnard to assure that they are met to the greatest extent possible.

ORGANIZATIONAL STRUCTURE & MANAGEMENT TEAM

The Oxnard Economic Development Corporation is to be established as a public benefit non-profit corporation chartered according to the laws of California. It will be classified for tax purposes as a 501(c)(3) charitable organization (upon approval by the Internal Revenue Service).

The OEDC will operate under the policy guidance of a Board of Directors, with day-to-day management of the corporation vested initially with the Chairman/CEO. The Board, initially seven members, will grow to approximately twenty-five members as appropriate individuals are recruited for those positions. Board members will be chosen to be representative of the diverse groups in the greater Oxnard community which have an important impact on the economy and which have a stake in economic growth.

The three Charter Directors of the OEDC, who will form the legal entity and file the Incorporation papers with the State, are Steven Zimmer, George Lauterbach, and Steven Kinney. The initial seven Directors for the operating Corporation are the Charter Directors, a member of City Council (to be selected by the Council), and three other individuals named by this group. Mr. Kinney will serve as Chairman/CEO.

Future Board members will be recruited from among the following institutions:

- Oxnard Harbor District
- Oxnard College
- Job Training Policy Council
- Chamber of Commerce
- Major utilities
- Major corporations
- Media
- Agricultural business
- St. John's Regional Hospital
- El Concilio del Condado de Ventura
- Ventura County Economic Development Association (VCEDA)
- Military
- Financial institutions
- Real estate & development interests
- Other individuals

Once the Board membership grows past eleven, a second member of City Council will be invited to serve on the Board.

Downtown Oxnard Community Development Corporation

A future component of the OEDC will be the creation of a subsidiary Community Development Corporation (CDC), to focus on the downtown area. A community development corporation is similar in form and function to an EDC, but it is oriented to a specific area of the city, usually at the neighborhood level, its mission is made specific to that area, and it has a board of directors chosen from the area.

In this case, a CDC can be a valuable tool to assist in downtown revitalization efforts, by performing several functions:

- it can provide access to capital for business development, by being an eligible recipient of Federal grants and grants from private foundations and banks seeking to invest in downtown areas.
- it can serve as an effective intermediary between the City and downtown businesses, funneling City financial support through a private corporation into the downtown, and providing a body to define and advocate downtown interests to the City Council.
- it can provide structure and support to the privately-sponsored downtown business management program currently being formulated, as a follow-up to the Downtown Master Plan.

Management & Staff

The management of the OEDC will be under the direction of Steven Kinney. The staff structure is organized to accommodate seven people, although initially the OEDC will operate with three full-time staff and one part-time staff. The staff positions are:

- **Chairman/CEO/President** - Responsible for leadership of the Board of Directors and for the execution of Board-established plans and programs.
- **Vice-President, Finance** - Responsible for obtaining sources of capital for OEDC financial assistance programs, and developing programs to make such financing accessible to clients. (This position will be vacant initially.)
- **Vice-President, Client Services** - Responsible for full range of non-financial OEDC services to clients, such as linkage with training resources, and advocacy with City and other public agencies. (This position will be filled immediately on a half-time basis.)
- **Vice-President, Community Development Corporation** - Responsible for daily operations of Downtown CDC, including service to Board and management of all programs targeted at the downtown area. (This position will be vacant initially.)
- **Director of Marketing & Research** - Responsible for developing full data base of economic and demographic statistics, and for creating marketing programs and products for OEDC. (This position will be vacant initially.)
- **Financial Manager** - Responsible for assisting OEDC/CDC clients with loan program services, and for supervising internal financial management services of the OEDC. (This position will be filled immediately.)

- **Administrative Assistant - Responsible for daily business operations of the OEDC, and for support to other staff. (This position will be filled immediately.)**

In addition, the shared-office concept described below in the Implementation Plan involves a receptionist hired jointly by the three organizations involved. Therefore, the OEDC would be responsible for one-third of that position's salary cost.

THE OPERATING PROGRAM

The Operating Program of the OEDC is the work plan for the Corporation in its immediate future. As set forth in this section, it will pertain to the first six months, from January 1, 1994 to June 30, 1994. The OEDC will adopt a fiscal year beginning in July, so as to coincide with the City's budgetary cycle. Hence, an Operating Program for the first full year of operation will be developed by the Board of Directors and staff in the Spring of 1994.

The Operating Program consists of five areas of activity:

- * Business Development
- * Business Recruitment
- * Community Development Corporation
- * Special Projects
- * Organization Development

Business Development pertains to the nurturing of existing businesses in the Oxnard area. It involves the following services:

- assisting local businesses in working out problems with regulatory agencies.
- organizing local businesses to cooperatively address economic and regulatory issues which may adversely effect the desirability of the Oxnard location.
- assisting local businesses in obtaining financing for expansion.
- linking local businesses with training resources, e.g., Chamber of Commerce, SCORE, Small Business Development Center.
- assisting local businesses in developing management expertise for expansion.

Business Recruitment is the activity of leading new businesses to the Oxnard area. It is accomplished by:

- developing and distributing demographic and marketing materials about Oxnard.
- assisting local brokers in their prospect contacts.
- developing prospect list for targeted industries, and contacting prospects.
- assuring access to capital for new and expanding industries.
- acting as liaison with City of Oxnard for new business contacts.

Community Development Corporation activities focus on the downtown area, to stimulate new economic activity and support public and private revitalization efforts. Programs will include:

- working with downtown business association to create an economic development strategy and marketing plan to attract new businesses.
- assisting businesses to open and/or expand, by providing access to financing resources and assisting with City processes, and by proposing programs to City Council for incentives to locate businesses downtown.
- linking businesses with management and retail training, through Oxnard College, Small Business Development Center, etc.
- providing support for a Downtown Business Manager, if such a position is pursued by the downtown business association.

Special Projects are singular activities which do not individually represent a full category, but which taken together are important to the complete mission of the corporation. They include:

- organizing a Freeway Corridor Task Force with City staff and appropriate business interests, to develop long-term strategy for sustained retail sales growth, and to address other strategic issues in this critical area.
- analyzing the local economy quantitatively to ascertain key components for future expansion.

- developing a comprehensive and up-to-date data base of economic statistics for Oxnard and the region.

Organization Development will consist of :

- researching and recruiting appropriate Board members from the community, so as to develop an effective and representative Board of Directors for the first full year of operation.
- developing a funding plan to find other revenue sources beyond the City contract, to establish on-going financial stability for the Corporation.

FINANCIAL PLAN AND BUDGET

Although the OEDC will clearly rely on the City of Oxnard for its principal source of operating revenue in its early years, the primary financial goal of the Corporation is to diversify its revenue sources. Specifically, the OEDC will strive to supplement City funds with other non-local and non-public funds, so as to expand the economic development activities benefitting the City without increasing the City funds devoted to that area.

Contract Services with the City of Oxnard.

Because the OEDC will be contracting with the City to provide essentially the same economic development services presently being provided by the City Economic Development Department, the start-up budget for the Corporation will mirror the budget originally envisioned for the City department.

Total resources available from the City, following that assumption, are shown below. They represent current appropriations from the General Fund, supplemented by Community Development Block Grant and Redevelopment Agency funds, less the amount needed to fund a half-time position in the City Manager's office, which will serve as the remaining City economic development contact person and liaison to the OEDC.

For subsequent years, it is expected that the OEDC will continue to contract with the City on an annual basis, subject to satisfactory performance. Program costs to the City would change from year to year, depending on the City's program requirements (introduction of new programs, cancellation or reduction of others, etc.), and based on inflation and other factors of cost.

OXNARD ECONOMIC DEVELOPMENT CORPORATION

**Preliminary Operating Budget
January 1, 1994 - June 30, 1994**

SOURCES

	Total
City of Oxnard	\$340,574
Community Development Corporation	
Administration	
Neigh. Invest. Ofcr.	
Professional Services	
Business Services	
Business Loan Program Income	
Facility Fees	
Chamber of Commerce	
Tourism Bureau	
SBA Fees	
Closing Fee Revenue	
Private Partnerships R.O.I.	
Corporate Donations/Investments	
Foundation Grants	
In-kind Contributions	
Misc. Fees + Income	
Contingency	
Decrease in Fund Balance	
*** TOTAL SOURCES ***	\$340,574

USES

Salaries/Benefits	\$105,414
Boards	1,300
Office Rent	1
Utilities	4,438
Printing / Copying/Postage	6,000
Periodicals	600
Memberships	2,000
Office Supplies	2,000
Training	3,000
Mileage	2,500
Insurance Expense	3,000
Professional Services	10,000
General Marketing	150,000
Marketing Travel	5,000
Capital Equipment	25,000
Start Up	15,000
Miscellaneous	5,321
Increase in Fund Balance	
*** TOTAL USES ***	\$340,574

OXNARD ECONOMIC DEVELOPMENT CORPORATION

Preliminary Operating Budget

July 1, 1994 - June 30, 1995

SOURCES

	Total
City of Oxnard	\$434,387
Community Development Corporation	
Administration	
Neigh. Invest. Ofcr.	
Professional Services	
Business Services	
Business Loan Program Income	
Facility Fees	
Chamber of Commerce	
Tourism Bureau	
SBA Fees	
Closing Fee Revenue	
Private Partnerships R.O.I.	
Corporate Donations/Investments	
Foundation Grants	
In-kind Contributions	
Misc. Fees + Income	
Contingency	
Decrease in Fund Balance	
*** TOTAL SOURCES ***	\$434,387

USES

Salaries/Benefits	\$210,027
Boards	2,000
Office Rent	1
Utilities	15,000
Printing / Copying/Postage	5,000
Periodicals	1,000
Memberships	4,000
Office Supplies	4,000
Training	6,000
Mileage	5,000
Insurance Expense	3,000
Professional Services	20,000
General Marketing	135,000
Marketing Travel	15,000
Capital Equipment	5,000
Miscellaneous	4,359
Increase in Fund Balance	
*** TOTAL USES ***	\$434,387

Additional Funding and Supplementary Income

As the OEDC becomes established, new program opportunities and needs will be identified that will require other sources of income to support. As a not-for-profit organization, the OEDC has many potential sources of income from both the public and the private sectors. The range of sources is shown below.

● Public Sector Sources

- * Government (city, county, state, federal): Grants and contracts for development of specific programs or the provision of enumerated services.

- * Foundations: For general support, demonstration programs, and to meet specific foundation objectives.

● Private Sector Sources

- * Cash Grants: Either unrestricted or designated for particular uses.

- * In-Kind Services/Facilities: Provision of accounting services and office space, for example.

- * Fees For Service: Cost recovery, or market rate for a for-profit subsidiary.

- * Development Income: From specific projects, such as an industrial or office incubator building.

- * Sale and Leaseback of Public Facilities

- * Subsidiary Operations: community development banks, for example

It is premature at this time to project the levels of support that the OEDC might be able to attract. During the transition phase, the new board of directors will be called on to work with special program task forces to develop alternatives and priorities for the development of new programs and activities.

Following that process, grant applications and other requests for assistance will be prepared and submitted. There is usually a two to six month lag between application and approval of such submissions. The programs, projects, and services that emerge from that process will also indicate opportunities for income production based on fees, charges and other forms of participation in business operations related to the OEDC mission.

As a general goal, the OEDC will strive to reach parity between public and private sector funding by the end of its third full year of operations.

PERFORMANCE MEASURES AND EVALUATION

Developing and maintaining a meaningful performance measurement and evaluation system will be an important aspect of the OEDC's operations. The system will form the basis for demonstrating program effectiveness in the short term, and will provide the rationale for attracting grants and other forms of financial assistance in the long-term. At the outset, when the OEDC contract is negotiated with the City, the types of measures to be used will be specific and reasonable targets set based on the recent history of the City's Economic Development Department and future objectives of the City.

A performance measurement and evaluation system should derive from the OEDC's overall goals and objectives and strategy for their achievement. The dominant goal, as noted earlier, is to enhance employment opportunities and to improve the quality of economic activity throughout the City. To a large extent this goal will be influenced by global and regional market forces and broad economic trends outside the control of the OEDC.

Although cause and effect relationships are difficult to define in this context, it will be important for OEDC to mount or support an ongoing research effort to monitor general trends affecting the City and the region, and to relate trends in employment, new business formation, income, revenue and other measures to the OEDC programs. There will be a short and long term dimension to the measurements and evaluation system.

It will be critical to have intermediate measures of performance about specific programs and long term measures of economic results. For example, the program of attracting employment often takes years of laying a critical foundation. Even short term developments frequently involve actions taken in one fiscal year, but not showing results until the succeeding one or two fiscal years. Differentiating performance evaluation within two time frames, therefore, will incorporate the following measurement practices.

A. Short Term Measurements

The short-term measures derive from the operating program and are essentially activity reports of accomplishment. In addition, through questionnaires, and the maintenance of records of service, quality will also be a measure. Businesses assisted will be asked to rate the relative importance of the service provided to their overall operations. Thus for the five areas of activity, measurements will include the following:

Business Development The number of businesses assisted in the various categories will be monitored and reported on a quarterly basis. Relevant measures include: responses to inquiries for information; number of businesses helped with regulatory problems; businesses introduced to financial institutions, or helped with loan applications; management assistance provided; and number of businesses introduced

to training and other assistance organizations, including gross numbers of attendees at OEDC sponsored workshops, seminars, etc.

Business Recruitment As with the previous category, measures will be primarily numerical indicators of the number of firms assisted. In addition, however, the design and production of marketing collateral will be a measure of performance, as will the number and type of trade shows and attendees.

Community Development Corporation Focusing on the downtown, performance measures will include the types of assistance rendered, as well as numerical tallies. Also, measurement will include obtaining the involvement of institutions and/or creating new entities to provide specialized assistance to downtown businesses.

Special Projects Several special projects have been identified in the operating program. The OEDC detailed work program will set a timeframe for their achievement, which in turn will establish the basis for measuring performance. Indeed, one of the projects involves a comprehensive economic data base, which will be essential to subsequent evaluations of the overall effectiveness of the OEDC.

Organization Development Establishing the OEDC as a new organization involves numerous activities, including the recruitment of new board members, and developing and instituting operational guidelines and procedures. Developing and initiating a funding plan is another essential startup activity. Meeting the timelines set forth in the startup schedule will be the basic measures of performance in this category.

B. Long Term Measurements

As noted under the Operating Program, an important operating component will be the development of an economic data base for Oxnard and the region. This will be essential to understanding how the economy works and the threats and opportunities the region faces.

In addition, the data base will provide the information necessary to assess some of the longer term accomplishments of the OEDC. For instance, two critical elements in performance measurement are a systematic evaluation and quantification of all the jobs now located in Oxnard. In conjunction with an analysis of industrial trends, such basic data would permit qualification of the jobs that might be most threatened with reduction or elimination through changes in the industry sector or competitive forces in the region, the state and the nation.

With this type of data base, it will be possible to make a reasonable assessment of the number of jobs retained and/or increased as a result of enumerated OEDC programs

or projects. In addition, the longer term measurement process will enable OEDC to track specific activities and identify outcomes of steps taken at an earlier time.

By taking these actions now, as the OEDC is in the formation stages, the new organization will be more accountable to the governing board, to the City, to other funding agencies, and to other organizations that will look to OEDC for leadership and guidance on economic development issues in Oxnard and in the greater Oxnard region.

IMPLEMENTATION PLAN

Opening the doors of the Oxnard Economic Development Corporation on January 1, 1994 will require a legal charter, an office location, a staff ready to work, and funds in the bank. Each of these items will be secured as follows:

Charter Articles of Incorporation and By-Laws of the Corporation have been drafted by Steven Zimmer, and will be submitted to the State immediately following the City Council's review and acceptance of this Business Plan. Registration with the State will occur by the end of November or beginning of December, and the OEDC will be legally chartered to operate. An application for 501(c)(3) tax exempt status will be filed with the IRS immediately thereafter.

Office Location With the concurrence of the Redevelopment Agency, the OEDC will enter into a \$1/year lease for one of the Agency-owned houses at Heritage Square, for occupancy during the month of December. In turn, the OEDC will offer to sub-lease space in the house to the Oxnard Chamber of Commerce and the new Greater Oxnard & Harbors Tourism Bureau. The presence of each of these organizations in the downtown would be beneficial to the redevelopment effort.

There are several advantages to this shared-office concept. It permits each of the three organizations to operate with low overhead costs, by combining common office space and ideally by sharing the cost of a joint receptionist. Further, it provides functional coordination among three organizations which are closely linked in mission. Finally, it establishes all three organizations in the downtown area to be served by the Community Development Corporation.

A lease at nominal cost between the Agency and the OEDC will permit the OEDC some flexibility in its rental negotiations with the other organizations (one of which is a fledgling group depending in great part on City funds for its budget). It will also allow the potential for net rental income to the OEDC, as one step in its long-term goal to develop other income sources besides City funding to support its operations.

In the future, as the OEDC becomes more fully staffed and as the Community Development Corporation becomes established, the OEDC will find office space for

headquarters in the Freeway Corridor area, and leave the downtown location for the CDC to maintain.

Staff The initial staff will be those individuals who are presently employed in the City Economic Development Department. They will resign their positions with the City, effective December 31, 1993, and will begin work for the OEDC immediately thereafter.

The remaining positions in the OEDC organization will be filled as additional funding becomes available and qualified individuals are recruited.

Funds The start-up funding for the OEDC will come from the revenue generated by its contract with the City of Oxnard. That contract, reflecting the services described above in the Section on The Operating Program, will be prepared for approval by the OEDC Board and the City Council during the month of December, 1993.

START-UP SCHEDULE FOR THE FIRST EIGHTEEN MONTHS

The schedule which follows notes key actions and activities during the start-up period of the first six months and the first full year of operation.

<u>Event-Action-Activity</u>	November	1993
1. Approval of OEDC Business Plan by City Council		
2. Establish OEDC as a Not-for-Profit Organization	December	1993
3. Form Startup Board of Directors (Seven Members)	December	1993
4. Obtain and Occupy Space	December	1993
5. Open for Business as the OEDC	January	1994
6. Recruit Full Board of Directors (Twenty five Members)	January-April	1994
7. Organize Program Committees and/or Task Forces	February-March	1994
8. Conduct Needs Assessment and Program Research	January-June	1994
9. Prioritize Programs and Projects for First Full Year of Operations	May-June	1994
10. Initiate and Carry-on External Fund Raising	March, 1994 - May, 1995	
11. Develop Permanent Funding Strategy	July-September	1994
12. Begin Evaluation and Measurement Program	July, 1994 - June, 1995	
<u>Timeframe</u>	13. Formal Review of Strategy	

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| 13. Formal Review of Strategy | November, 1994-January, 1995 |
| 14. Develop 5-Year Strategic Plan | October, 1994-February, 1995 |
| 15. Ongoing Review of Progress | Quarterly |
| 16. Issue Public Reports of Progress | Semi-Annually |