



STAFF REPORT

SAUSALITO CITY COUNCIL

AGENDA TITLE

Direction to Business Advisory Committee Regarding Economic Development

RECOMMENDED ACTION

Review the attached proposals for local economic development and provide direction to the Business Advisory Committee and staff regarding actions to promote the economic health of the business community.

BACKGROUND

In December 2009, the City Council approved Resolution No. 5090 (see **Attachment 1**) which restated the responsibilities, membership, terms of office, and procedures of the Business Advisory Committee (BAC). The resolution states,

The Business Advisory Committee is charged with the responsibility for periodically evaluating the economy of the City and identifying actions to promote the economic health of the business community, as well as other duties as requested by the City Council or as considered advisable by the Committee and approved by the City Council.

DISCUSSION

In order to ensure the priorities of the City Council for local economic development are accurately considered by the BAC, the following materials are attached for the Council's review:

Marin Economic Forum (Attachment 2). In May 2009, the Marin County Board of Supervisors approved a contract with Robert Eyler, Ph.D. regarding start up efforts for an economic sustainability organization termed the Marin Economic Forum (MEF). The County initially committed \$138,500 for the contract. In brief, the MEF is anticipated to become an independent public/private partnership organization with a Board of Directors representing businesses, elected officials, academics, non-profits, and community leaders. The purpose of the MEF includes:

- Strengthening Marin's targeted industries and businesses through business attraction, retention, and cluster development activities;
- Creating a forum for ongoing communication between the County, cities, and the business community;
- Collecting, analyzing, and disseminating information about key economic data and trends; and
- Coordinating efforts and resources to support a local sustainable economy.

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The start-up work program has two phases:

- Phase I includes forming a steering committee¹, developing of goals, creating a timeline, conducting an economic summit, and obtaining stakeholder commitments based in part upon a funding plan that would support future MEF activities.
- Phase II is contingent upon receiving funding commitments from a sufficient number of stakeholders. The work program anticipates that core funding will be based on corporate sponsors supplemented by other funding sources such as the Small Business Development Center of California. Among the major tasks scheduled for Phase II of the work program are conducting economic data analysis, education activities, and work on specific projects. According to County staff, work has commenced on Phase II.

Marin Economic Forum Proposal for Sausalito (Attachment 3). At the November 19, 2009 BAC meeting, a BAC sub-committee (Bruce Huff, Adam Krivatsy, Cheryl Popp, Jeff Scharosch, Joe Lemon) submitted a proposal from the MEF for preparation of the following reports for Sausalito:

- Optimal business mix;
- Economic impact of tourism;
- Land use and parking;
- Harbor and downtown Imagine Sausalito;
- Non-retail business impact;
- Recreational boat/marina area impact; and
- Ongoing economic development advising and facilitation.

The proposal states that the cost of the above reports would be \$45,000, and ongoing advising and facilitation would cost \$10,000. Since preparation of the proposal, the BAC sub-committee has refined the proposal to focus on short-term as well as long-term goals. A copy of the refined proposal will be forwarded to Council members in advance of the March 2, 2010 Council meeting and posted on the City's website as soon as it becomes available. The Chamber of Commerce has indicated that local business leaders have pledged to help underwrite the cost of the proposal (see **Attachment 4** for memo from the Chamber).

Business Retention and Expansion Program (Attachment 5). Staff has prepared a Business Retention and Expansion Program proposal. In brief, the program includes the following actions by the BAC members:

- Create a data base of local businesses;
- Conduct a survey of needs, concerns, and plans;
- Prepare strategies to respond to firms' immediate needs including linking firms to appropriate economic development programs and services;
- Prepare a strategic action plan for City Council review and approval which addresses the businesses needs identified in survey; and
- Provide quarterly reports to the City Council.

¹ Cheryl Popp, representing the Sausalito Chamber of Commerce, is a member of the steering committee.

Status of Imagine Sausalito Final Reports

- The Harbor and Downtown Action Committee final report was presented to the City Council on May 26, 2009. The report is available on the City's website at: <http://www.ci.sausalitoca.us/Index.aspx?page=713>.
- The Transportation Action Committee final report will be presented to the City Council on April 6, 2010.
- The Telecommunication Action Committee will not be submitting a final report.
- The Waterfront and Marinship (WAM) Steering Committee final report will be presented to the City Council on May 18, 2010.

FISCAL IMPACT

No fiscal impact.

STAFF RECOMMENDATION

Review the attached proposals for local economic development and provide direction to the BAC and staff regarding actions to promote the economic health of the business community.

ATTACHMENTS

- 1 Resolution No. 5090 – Establishing the Responsibilities of the Sausalito Business Advisory Board
- 2 Marin County Staff Report regarding Marin Economic Forum agreement with Robert Eyer, dated May 19, 2009
- 3 Memo from BAC Task Force, dated November 19, 2009, and Scope of Work and Budget – Marin Economic Forum, dated November 19, 2009
- 4 Memo from Sausalito Chamber of Commerce, dated November 19, 2009
- 5 Business Retention and Expansion Program, dated February 26, 2010

PREPARED BY:

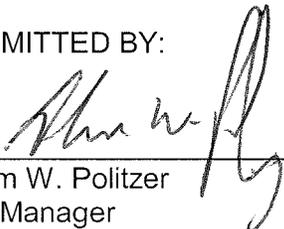


 Jeremy Graves, AICP
 Community Development Director

REVIEWED BY:

 Charles. D. Francis
 Administrative Services Director

SUBMITTED BY:



 Adam W. Politzer
 City Manager

cc: Business Advisory Committee

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RESOLUTION NO. 5090

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAUSALITO
ESTABLISHING RESPONSIBILITIES, MEMBERSHIP, TERMS OF OFFICE, AND
PROCEDURES FOR THE BUSINESS ADVISORY COMMITTEE**

WHEREAS, on May 2, 1995 the City Council approved Resolution No. 4296 which established the Business Advisory Board with the responsibility for evaluating the economy of the City and identifying changes to promote the economic health of the business community, as well as other duties as requested by the City Council or as considered advisable by the Board and approved by the City Council; and

WHEREAS, on February 24, 2009, the City Council approved Resolution No. 5004 which amended Resolution No. 4296 to rename the Business Advisory Board as the "Business Advisory Committee" and to revise the membership and procedures of the Business Advisory Committee.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Sausalito that the responsibilities, membership, terms of office, and procedures of the Business Advisory Committee are amended and restated to be as follows:

SECTION 1. The Business Advisory Committee is charged with the responsibility for periodically evaluating the economy of the City and identifying actions to promote the economic health of the business community, as well as other duties as requested by the City Council or as considered advisable by the Committee and approved by the City Council; and

SECTION 2. The Business Advisory Committee is (BAC) composed of members representing the community groups as listed in the following table. The members may serve two three-year terms which expire as noted in the following table, with the following exceptions:

- a. The initial terms of office for the two City Resident positions and two BAC-selected positions shall be staggered. The term of office for the first position shall be initially for two years; the term of office for the second position shall be for three years.
- b. The terms of office for the City Council and Chamber of Commerce representatives may be staggered as determined separately by those respective entities.

Community Group	Expiration of Term
2 City Council members selected by the City Council	January 31
2 City Residents selected by the City Council	March 31
3 Members selected by the Chamber of Commerce	January 31
2 Local business people and/or commercial landlords selected by the BAC	June 30

Note: Except where specifically stated, members do not need be City residents

SECTION 3. The Mayor shall appoint one of the BAC's City Council members as the Committee chairperson.

SECTION 4. The City Manager shall appoint a staff liaison for the BAC.

SECTION 5. The BAC members serve in accordance with *Municipal Code* Chapter 2.58, except as noted by the specific provisions listed above.

SECTION 6. The BAC may adopt procedures for business matters which are consistent with State law and the *Municipal Code*.

SECTION 7. This resolution supersedes City Council Resolution No. 4296 and No. 5004.

PASSED AND ADOPTED at a meeting of the City Council of the City of Sausalito on the 8th day of December, 2009, by the following vote:

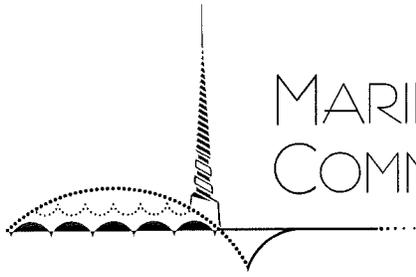
AYES:	Councilmembers:	Kelly, Pfeifer, Weiner and Mayor Leone
NOES:	Councilmembers:	None
ABSENT:	Councilmembers:	None
ABSTAIN:	Councilmembers:	None

MAYOR OF THE CITY OF SAUSALITO

ATTEST:

CITY CLERK

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MARIN COUNTY
COMMUNITY DEVELOPMENT AGENCY
BRIAN C. CRAWFORD, DIRECTOR

May 19, 2009

Board of Supervisors
County of Marin
Room 329
San Rafael, CA 94905

SUBJECT: Professional Services Agreement with Robert Eyler.

Dear Board Members:

RECOMMENDATION: Authorize President to execute agreement with Robert Eyler in the not to exceed amount of \$138,500 to assist with the launch of the Marin Economic Forum to provide business support and leverage resources to more effectively ensure a sustainable and viable local economy.

SUMMARY: On December 16, 2008 your Board authorized funding in the amount of \$150,000 to retain an economic development specialist to assist with start up efforts for an economic sustainability organization (more recently called the Marin Economic Forum) based on findings from the 2008 *Marin County Economic Sustainability Report*. The report analyzed alternative models for creation of an economic sustainability organization and provided recommendations on the governance structure and funding requirements needed for an organization focused on Marin's economic vitality.

Building upon the role of the Marin Economic Commission (MEC), the report points to the need for a more robust economic delivery system or entity to, among other things, provide business support and promote economic sustainability on a countywide basis. The MEC's current governance structure lacks the proper staff and funding resources to assume responsibility for the strategies recommended in the report. The Marin Economic Forum (MEF) is anticipated to become an independent public/private partnership organization featuring:

- A relatively large Board of Directors with representation from a cross section of Marin businesses (both large and small), elected officials, academics, non-profits, minority and other community leaders, and
- Professional staff with strong small business support and economic policy backgrounds.

The focus of the Marin Economic Forum would be on supporting five main activities:

1. Strengthening Marin's targeted industries and businesses through business attraction, retention, and cluster development activities.
2. Creating a forum for ongoing communication between the County, Marin's cities and towns, and the business community.
3. Collecting, analyzing, and disseminating information about key economic data and trends.
4. Providing public education and outreach to relevant Marin constituencies.

ATTACHMENT 2

5. Coordinating across the many organizations, cities and towns, and efforts with programs or resources to support a local sustainable economy.

The proposed work program for the contractor's assistance with establishing the MEF is broken down into two major phases. The initial major outcomes scheduled for Phase I include formation of a steering committee, development of the MEF's mission and goals, preliminary work program and bylaws, creating a timeline for implementing specific tasks, conducting an economic summit for public outreach, and obtaining stakeholder commitments based in part upon a funding plan that would support future MEF activities. Phase II of the start-up program would be contingent upon receiving firm commitments for a funding plan from a sufficient number of stakeholders. The work program anticipates that the core funding source for the MEF will be based on corporate sponsors supplemented by other funding sources such as the Small Business Development Center of California. Among the major tasks scheduled for Phase II of the work program are initiating MEF board meetings, conducting economic data analysis, public outreach and education activities, and work on specific projects.

FISCAL/STAFFING IMPACT: Funds for this agreement have been approved by the Board of Supervisors and are available in the FY 08-09 Budget from Fund 10000 and Cost Center 4000025100 Community Planning, GL 5210100.

Costs for the proposed MEF are expected to be approximately \$195,000 for the first year, with the County contributing \$150,000 and the remainder coming from businesses and/or other funding sources. The initial expenditure for completing Phase I tasks, which include securing stakeholder commitments for the ongoing funding plan, is \$37,750. For years 2 – 5 the County may continue to contribute no more than 50% annually on a matching fund basis, or \$150,000, whichever is less. The County's contribution would eventually decrease to 20%, or \$100,000, by year 5 with increased financial support from the private sector and the expectation that the organization would become self sustaining in the future. Future funding allocations would be subject to review through the annual budget process.

REVIEWED BY:	<input type="checkbox"/> Auditor-Controller	<input checked="" type="checkbox"/> N/A
	<input type="checkbox"/> County Counsel	<input checked="" type="checkbox"/> N/A
	<input type="checkbox"/> Human Resources	<input checked="" type="checkbox"/> N/A

Respectfully Submitted,

Reviewed by,

Kristin Drumm
Senior Planner

Brian C. Crawford
Director

SAP Purchase Requisition Number: 10015842

Attachment: Professional Services Agreement

Cc: Lauren Houde, Administrative Services Manager
Jack Liebster, Principal Planner

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EXHIBIT "A"
SCOPE OF SERVICES

The tasks to be performed by the Contractor will occur in two Phases. Phase I will focus on: (1) formation of a Steering Committee to guide priorities in anticipation of the eventual creation of a Board of Directors, (2) developing a work program, and (3) securing an ongoing funding plan for the establishment of the Marin Economic Forum (MEF). Phase II will focus on hiring an Executive Director, providing initial steps in data analysis, and providing assistance to businesses and cities, as described below. It is important to note that work on Phase II is contingent on the successful completion and approval of deliverables from Phase I.

PHASE I: LAUNCH THE MARIN ECONOMIC FORUM

The major focus of Phase I is the launch of a Marin Economic Forum (MEF) and obtain stakeholder commitment. This task includes convening the Steering Committee, defining the MEF's mission and goals, legal status, developing a preliminary work program and funding plan, forming the Board of Directors, and obtaining stakeholder commitment.

The approach in Phase I will be to focus on corporate, private champions of Marin's economic vision. The steps below outline deliverables for Phase I. It is also important to expand champions of Marin's economic vision in the public sector. One focus should be on local educational institutions, including Sonoma State University (SSU), Dominican University of California (DOM), College of Marin (COM) and Santa Rosa Junior College (SRJC). The Marin Economic Forum (MEF) will begin with organizing a "Steering Committee"; the first piece of public outreach will be an economic summit.

Task 1: Form Steering Committee and Develop Proposed Timeline and Tasks

This task involves evaluation of and recommendations for membership on the Steering Committee to ensure balanced representation and should consist of two members from the Marin County Board of Supervisors.

The first meeting of the Steering Committee should be more than forming an agenda and timeline. The Contractor would do a draft of that before the first meeting. The meeting would be focused on establishing the protocols for the following major tasks, where we would try to have decisions made within three months (minimum of three meetings) after this initial meeting:

- Legal Status of Marin Economic Forum;
- Preliminary two year work program;
- Draft mission and goals;
- Funding plan and Board membership;
- Draft a job description of the Executive Director position and a job announcement; and
- Organization, marketing and hosting of an Economic Summit.

A potential Board of Directors (the Board) would be discussed at the first meeting. Steering Committee members will be asked to consider who they would nominate for such a board and begin discussing that with nominees after the next meeting. The second meeting would be a discussion of those names. The by-laws would be drafted in advance, providing a foundation for immediate discussion.

Note: It is important that the work not get bogged down in details over the minutiae in typical by-laws, as there is no reason to re-invent the wheel on such a document. It is likely a solid document already exists for a forum such as the MEF.

At the end of this first meeting, the Contractor would ask the Steering Committee members to assemble themselves into four teams. Each team would tackle one of the above tasks and a fourth team to work with the Contractor on by-laws revisions shooting to have a revised draft by the following meeting, including draft mission, vision and goal statements. Those should be relatively straightforward to devise given the work done to date and the intent of the Marin Economic Forum.

The criteria for an Executive Director position will also be discussed during the first two meetings. A draft job description and announcement will flow from the Steering Committee with the bylaws and funding plan.

Deliverables:

- Minimum of three Steering Committee meetings;
- Preliminary work program;
- Draft mission and goals;
- Draft funding plan;
- Draft job description and job announcement for the Executive Director position; and
- Organization, marketing and hosting of an Economic Summit.

Task 2: Establish by-laws and finalize main work of the Steering Committee

The preliminary work program provides benchmarks for success and specific projects to be pursued. This work program would prioritize the tasks already identified in the 2008 *Marin Economic Sustainability Report* and new tasks as necessary. It is important that the work program be an evolutionary document and not block expansion to projects of both high business and social value. During and between subsequent meetings, the by-laws will be vetted, discussed, edited, and proposed for acceptance by the Steering Committee. The work program will also identify specific metrics, milestones and benchmarks to measure success within the two-year timeframe.

Recommendations for MEF Board membership will also be asked of the Steering Committee. The Steering Committee should define which organizations best represent such a Board and how representatives will be chosen, which will ultimately be spelled out in the by-laws. The hope is many Steering Committee members have a vested interest in being on such a board.

The funding plan is really the most important part of the Steering Committee's work. It is in this plan that public-private partnerships are discussed and consideration of how the community as a whole may share in this funding. Gaining stakeholder commitment is of major importance for the MEF's success. The funding plan should clearly indicate ongoing and future revenue sources that will execute the work program for the two-year period and beyond.

By the fourth Steering Committee meeting, the documentation defining the MEF and its outcomes should be in place (approximately three months after the first meeting).

Deliverables:

- Refined work program;
- Refined funding plan; and
- Draft by-laws.

Task 3: Conduct an economic summit, organized by the Steering Committee of the Marin Economic Forum, but hosted by the Marin Economic Forum and local chambers.

Contacting the local chambers and having their partnership is essential for the MEF. An economic summit showcases the current economic situation in Marin County, the possible futures, and why action is needed. It could be a simple breakfast where the Steering Committee

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assembles a list of potential private and public sector champions as invitees. The summit's agenda would be reviewed by the Steering Committee. This event should be held at the Embassy Suites in Terra Linda. Prior to floating the idea of the summit, the Contractor will meet with chamber CEOs and obtain their input on such gatherings, their willingness to participate as partners (and hopefully as financial partners) in the event, and aim to make the event a partnership between the MEF and the Chambers. The Contractor plans to work closely with the Chambers, local Rotary clubs and other business groups (such as BNI in San Rafael) as a constant duty of this launch. The summit would have the following, tentative schedule:

- Registration and welcome;
- Robert Eyler provides overview of Marin County economic outlook;
- Panel, made up of Steering Committee members, provides discussion of what MEF is to become; and
- Questions and Answers from the attendees.

We would ask those interested in participating further to submit their names, business cards, or information. The list of invitees should be retained as either potential Board of Directors candidates or those with links in Marin County to those that may want to participate.

Deliverables:

- Meetings with local chambers to discuss approach of Economic Summit;
- Organize and conduct an economic summit; and
- Potential list of candidates for Board of Directors.

Task 4: Obtain Stakeholder Commitment

There are two aspects to obtaining stakeholder commitment. First is identifying how people can get and stay involved with the MEF. Second is identifying specific champions beyond the Board's membership. Using the Sonoma County Economic Development Board (EDB) as a model, EDB's board is a relatively small body versus the number of firms and individuals that fund EDB functions, studies and public outreach efforts, as well as attend EDB events without fail. Champions need to come from all sectors of the economy, primarily from the clusters to be targeted, but not restricted to just these industrial groups. Some number of stakeholders, not necessarily financial, would be asked to sit on the Board.

This task will involve outreach to potential stakeholders to review the funding plan, preliminary work program, and draft by-laws to ensure a clear level of understanding of the potential benefits and costs of forming and participating in the MEF. The Contractor will work with the Steering Committee to develop an outreach strategy and define an appropriate donor commitment levels with the goal of obtaining firm commitment, in writing, from potential stakeholders.

Corporate sponsorship must be the core funding source. However, the Contractor will utilize connections in Marin County that may provide funding sources for the MEF, including the Small Business Development Center of California (SDBC), which has both state and federal funding for small business services, such as those the MEF may provide. Further, the hope is that a community bank would be willing to provide the MEF with a line of credit, at a relatively low interest rate, once operations were officially underway. This would cover against cash flow issues as in other non-profits. The Steering Committee, which is likely to be a great mix of both non-profit employees and those that have sat on non-profit boards, provides further input on funding strategies. Here is how the Contractor sees the tentative funding order for now (which may change depending on input from the Steering Committee):

- Corporate champions provide initial funding;

- Utilize educational and small business grants using local partnerships and services (may want to consider hiring a grant writing consultant);
- Provide different funding levels for larger gifts, advertise the vision of the MEF, with the possibility of naming the MEF if a large enough gift arrives, as incentives to give;
- Once an ED is in place, begin a formal capital campaign for endowment while events seek general contributions or focal contributions to identified programs of MEF available on literature provided at events or shown on the website; and
- Use small businesses that are working with larger ones and are successes after using the MEFs services as advertising for what the MEF is and can become.

Deliverables:

- Identification of corporate champions committed to funding the MEF;
- Identification of state and federal funding sources for organizations such as the MEF;
- Refined list of candidates for Board of Directors; and
- Letters of Commitment from Stakeholders (or other form of documentation agreed upon by the Steering Committee)

It is understood that the MEF should not be legally initiated until firm commitments of the funding plan are in place from stakeholders.

Summary of Phase I's Scope of Services:

The following are the deliverables from Phase I:

- Assemble and organize the Steering Committee of the MEF;
- Draft bylaws for the MEF's operations;
- Draft a funding plan;
- Assemble MEF Board membership recommendations and contact information;
- Draft a job description and announcement for the MEF Executive Director to be hired.
- Attendance at monthly Marin Economic Commission meetings
- Presentation and status report to the Board of Supervisors

The formation of the Marin Economic Forum will take time, meetings, and likely one or more events for both publicity and the sake of community inclusion. The main budget items are the initial event to gather possible stakeholders, the meetings of the Steering Committee, and the Contractor's time. Within this phase, the Contractor would work closely with CDA personnel and the Marin Economic Commission. Each meeting of the Steering Committee will have minutes and agendas; the Contractor will also provide a summary present at each subsequent Marin Economic Commission meeting as a progress report. When Phase I comes to a close, the Contractor will schedule a presentation of what happened in Phase I for the Board of Supervisors, where they are delivered the above documents, and provide foreshadowing for Phase II where these potential plans become kinetic.

PHASE II: OPERATION OF THE MARIN ECONOMIC FORUM

Phase II tasks will focus on:

- Initial operation of the MEF
- Initiating specific business support functions (for example, supporting existing cluster and 1-2 additional clusters and some cross-cutting initiatives)
- Hiring of Executive Director (based on criteria developed by Board), and
- Executing the first steps in data analysis and pro-active assistance to businesses and cities

- Public education and outreach

Once the MEF is established, with a board of directors, by-laws and a charge, the true work can begin. Phase II also has steps that the Contractor recommends be executed parallel to each other when possible. Specifically, Steps 2, 3 and 4 in Phase I can run simultaneously. The final step, "Specific Projects", should be done after the three steps above are well underway. Because the MEF's operation is critical in starting projects such as those mentioned in the RFP, that is a key task. The benchmarking data and community analysis can begin the public education and outreach efforts.

Task 5: Initial Forum Operations

This task involves convening the first Board meeting to review the preliminary mission and goals, discuss criteria for hiring an ED, and review of the preliminary work program. The Contractor will work with the Board to establish an Executive Committee.

The contractor would run the first Board Meeting, where the first order of business would be to initiate an executive director (ED) search and establish an executive committee to oversee the MEF operations for the Board, as in other non-profits. Officers in the Board would be discussed at that first meeting and decided upon at the second meeting. There would also be a Finance Committee chaired by who wanted to be Treasurer. It is important to allow non-Board volunteers to sit on committees established by the Board beyond the Executive Committee. This brings a larger voice from the community, allows for volunteerism, and suggests that talent is being sought by the MEF in ways beyond Board membership and talent. The Finance Committee's dual charges would be the establishment of the 501c (3) organization and beginning to execute the funding plan.

A refinement of mission and goals should be done on an annual basis, and really should not take place until an ED is in place. There would be quarterly meetings of the Board and monthly meetings of the Executive and Finance committees. A separate search committee would be formed to monitor the ED search. The Executive Committee's main task in the first three months will be to develop a work program for the Forum's second and third years, once the ED is in place and the Forum is established. That work can parallel the ED search easily. Until the ED is in place, approving the work program is unlikely and not recommended. Thus, an expeditious ED hiring is tantamount to the swift movement of the Forum's agenda.

Deliverables from Initial Forum Operations:

- Job announcement and placement in major media for ED position;
- Establishment of officers and subcommittees, including Executive Committee members, of MEF Board;
- Draft work plan for long-range operations of MEF; and
- Establishment of 501c (3) organization underway.

Task 6: Economic Data and Analysis

I am very familiar with the databases and data possibilities for Marin County, as well as the limitations. Something that has been discussed in Marin County since 2004, when the Employment Development Department (EDD) in Sacramento abandoned watching Marin County's labor market statistics different from San Francisco's market, is to revitalize the monitoring of Marin's labor force. The supposition at EDD is that Marin's economy is so tied to San Francisco, that the labor markets are also integrated. Given the dichotomy that has grown between northern and southern Marin County, and how the economy of Novato looks more like Sonoma County than southern Marin County, it is good to have sub-county statistics on a

consistent basis. An economic report for Marin County, authored by the Contractor, will be part of the final deliverable of this contract.

The development of the MEF website, where information, education and networking links are included, can be done parallel to the data search. There is likely to be a firm willing to subsidize the cost or provide the website development for MEF; an estimate of these costs has already been developed. A proposal to launch the website will come from this step of Phase II. This may include potentially teaming up with similar entities in other counties, such as the Sonoma County Economic Development Board, to obtain discounts for purchase of data and joint report writing of standard quarterly or annual reports.

It is also important to have social equity and environmental balance measures of the county's evolution juxtaposed to economic indicators; AB 32 makes monitoring the environment a necessity. Some major indices to follow could be, to capture much of the data concerns:

1. **A land inventory index**, specifically vacant and entitled industrial land in Marin County and surrounding counties;
2. **A workforce commute index** describing the number of Marin County residents and direction of commuting each day;
3. **A housing affordability index**, much like that produced by California Association of Realtors, that describes what proportion of Marin County's population can afford a home at the current median home value and average income level;
4. **A Case-Schiller index for Marin County**, which tracks Marin's real estate market as a leading indicator;
5. **An education capacity index** measures the ability of Marin County to educate its young residents but also what programs are offered vis-à-vis the labor demands of local businesses;
6. **A gross county product index** from the Bureau of Economic Analysis (BEA) shows how production in Marin County is rising in terms of dollar value of goods and services. The economic indicators further shape this index, in their leading and coincident forms; and
7. **A transportation congestion index** describes the hot spots of traffic in Solano County, and outside the county that cost Marin residents' time and money getting to work.
8. **An "AB 32" index** which described the progression of Marin County's reduction of greenhouse gases.

Deliverables of this step:

- Initiate the MEF website launch by contracting to have the services performed and produce an initial design concept to the Board of Supervisors;
- Data assembly for Marin County, where MEF website is designed to be a one-stop shop for data that is about the Marin economy, specifically the indicators above;
- Draft a data guide for updating the database and defining what indicators exist and their meaning to a layperson; and
- Meet with Employment Development Department of California in Sacramento and report on what can be done to get Marin County data separated from the San Francisco MSA.

Task 7: Public Outreach, Education and Appearances

One of the first tasks in outreach will be to see what Marin County has put out in the past, and find out from the Board of Directors what they know of those materials. the Contractor is likely to produce a few items immediately concerning MEF operations and the basics of both economic and job development. The economic report described in the step above is part of this outreach effort.

Also, launching the new website, blog and other Web 2.0 features (including a Facebook page for the MEF), would walk parallel to this effort. We should assume that Marin's residents are web savvy and are going to look on the web for information. Local firms and government agencies, who the Contractor has worked with in other areas of California, is critical here in providing support for new and existing businesses, ideas and links for small businesses, but also as support in launching an all-inclusive website for the MEF and Marin economic development.

The intention is to have a website that is on the cutting technological edge concerning pull-down menus, user ease of navigation, the potential for social networking links (such as Facebook or Twitter), and blogging. Potential applications include a "Comments or Questions" page that would be start with a direct e-mail to either the Contractor or the ED. We would then filter and post on a blog-like page the comments. This would hopefully stimulate even more conversation (the ED and the Contractor could also plant comments to stimulate conversation and comments, especially in the press) and advertise the ability to comment on the MEF website. The data links and connections to local university data sites will also be critical to disseminate information. There are a lot of good models out there.

The Contractor will also arrange one-on-one meetings with various CEOs, regional managers, and entrepreneurs in Marin County as can be made as part of this outreach effort. This type of contact is critical for two reasons:

- It shows who is spearheading the initial economic development efforts for Marin County; and
- It allows these folks, representing businesses both large and small, to be heard directly.

These efforts do not succeed without corporate champions and a passion about local economic development. By meeting with these folks face to face, they will see the passion in the Contractor; the Contractor's hope is that it will stimulate them to act in perpetuity and not just in the short term.

Public appearances discussing the Marin County economy is a natural action for the Contractor to take as an educator. The Contractor can easily make the speaking circuit on any local boards, chambers, and task forces. The Contractor should consider organizations such as local Rotary chapters and chambers are critical in spreading the word about economic and job development. As major turning points in MEF actions come up, as well as introducing a new ED to the public, these appearances become more critical.

Deliverables in this step:

- Continued design and movement toward launch of the MEF website;
- Establish a Facebook page for MEF and seek out "friends" who are critical to networking what the MEF is doing;
- Meet with local business leaders, political leaders and non-profit organizations, record each meeting and provide a brief summary to the Board of Supervisors;
- Advertise the Contractor's availability for public appearances, specific to Marin County's economy, record and provide a brief summary of each presentation; and
- Archive each presentation as an Adobe document for the MEF website.
- Attend monthly Marin Economic Commission meetings as necessary

Specific Projects

The Sustainability Report focuses on some major activities the MEF would pursue. The Green Business Certification project should be supported and expanded in many ways. It should not

restrict itself to this county and should seek connections with local educational institutions as partners. Dominican University has a Green MBA program. COM and SRJC have programs for those that would like to be trained in "greening" businesses. This certification process itself can be a jobs engine by partnering with firms seeking new certificate holders for immediate work.

The MEF could establish an institute for Small Business Disaster Relief and Planning. This institute, working with the local SBDC, could also become a jobs engine and one that utilizes both College of Marin and Santa Rosa Junior College once again. Providing training programs for small businesses, as well as county and local school employees, is critical to be ready in the event of an emergency. This institute could also come up with a countywide disaster plan that would act as the complete sketch of reactions to any natural or human event. Because of Marin's proximity to the larger Bay Area, efforts should be coordinated with those counties' planning to remain regionally fluid in any scenario.

Other projects will be prioritized from the original planning documents and from the evolution of our macroeconomy and the county business landscape due to entrepreneurship. The RFP discusses "high-leverage" businesses. Projects of high social value should also be considered. Without explicit measurements for all businesses, providing an objective measure for social value is difficult. Some choices include:

- Health Care: residential, alternative and traditional;
- Green Building: construction to consultancy; and
- Energy Technology: idea to manufacturing to consultancy using both AB 32 and AB 811 as levers.
- Creative Arts: Building on the Disney Cluster in Novato;
- Biotechnology: Building off the Buck Institute and federal funding; and
- Non-ag related tourism: Large flows drive through Marin that may not want to drive all the way to West Marin.

The MEF should also explore the formation of a business cluster, similar to the Sonoma Mountain Business Cluster in Rohnert Park, as a non-profit agency (or spin-off of the MEF itself) looking to assist small, budding businesses. This is another link that the local SBDC may be able to help begin. By doing this, the MEF can be on the cutting edge of new entrepreneurship efforts in Marin County and perhaps better plan for change.

Summary of Phase II

Because an ED is likely to be hired during the first few months of this phase, the initiation of the MEF's data, projects and outreach will take most of the time, meetings, and likely one or more events for both publicity and the sake of community inclusion. The main budget items are the initial event to gather possible stakeholders, the meetings of the Steering Committee, and the Contractor's time. The deliverables of the consultant at the end of this phase are:

- An executive director for the MEF;
- Baseline data, benchmarks to compare and contrast Marin's progress to other counties and to its own history, and a guide to the MEF database;
- Progress reports on MEF operations and public outreach documents;
- Report on progress concerning specific projects per those initiated; and
- A website and blog dedicated to the MEF activities and Marin's economic evolution.
- Status report to the Marin County Board of Supervisors

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NOV 19 2009

CITY OF SAUSALITO
COMMUNITY DEVELOPMENT

DATE: November 19, 2009

TO: The City of Sausalito Business Advisory Committee

FROM: The Business Advisory Committee Task Force
(Bruce Huff, Adam Krivatsy, Cheryl Popp, Jeff Scharosch, Joe Lemon)

RE: Recommendation to review & approve Marin Economic Forum Proposal

As requested at our previous meeting, October 15, a special task force of the BAC was asked to meet and review a proposal from the Marin Economic Forum and then draft to submit a formal proposal to the BAC for its review and approval.

This task force urges the BAC to consider and recommend for City approval the attached scope of work for economic analysis from the Marin Economic Forum. We are confident that at least 50% of the funding for this project can come from the private sector and, as volunteers, are committed to raising these funds. We ask that the City provide matching funds for the balance.

The data this report will provide is timely and critical to sustaining the ongoing economic health of our City, and is long overdue. The BAC has been talking about this for years. We need to take action now.

Of all the proposals we have reviewed this past year from other consultants, we feel it is prudent and most economical to work with the newly formed Marin Economic Forum in order to capture efficiencies of scale and engage in a more integrated, county-wide effort, as Sausalito truly is the gateway to Marin County. The MEF provides an opportunity for Sausalito to secure support from the County that did not previously exist.

This study and budget request is consistent with the BAC's mission statement and is even more essential in light of today's challenging economic climate. As the City's Finance Director noted at our last meeting, there is serious concern regarding the City's economic outlook. He urged the BAC to act to counter this trend. We are confident that the data gleaned from this study will make a dramatic difference in our ability to improve the sustainability of our business community which in turn provides significant operational revenues for the City.

Thank you in advance for your consideration of this proposal and for moving it through the bureaucratic process at City Hall.

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ATTACHMENT 3
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Scope of Work and Budget: Version 3
Sausalito, CA
Marin Economic Forum

November 12, 2009

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CITY OF SAUSALITO
COMMUNITY DEVELOPMENT

Executive Summary

Below is a breakdown of the scope of work and budget for delivering multiple reports and data to Sausalito for public policy purposes. This scope of work is in no particular priority ordering, but the final table provides some guidance as to the relative ease of certain projects over others. Much of this work can be done after collecting data on Sausalito from various sources (local, primary data, Census, Bureau of Labor Statistics, Employment Development Department (EDD) in Sacramento, etc.) and purchasing Sausalito's economic impact data as described below.

The following "topics" are the projects to complete this set of work. Many of these projects are linked and rely on the other studies being completed.

- Optimal Business Mix
- Economic Impact of Tourism on Sausalito
- Land Use and Parking
- Harbor and Downtown Imagine Sausalito
- Non-retail Business Impact
- Recreational Boat/Marina Area impact
- Ongoing Economic Development Advising and Facilitation

The total time to complete these report is about six months and a cost of \$45,000. A cost of \$10,000 for ongoing advising and facilitation can also be part of this agreement.

Introduction

This scope of work is similar to the original but also integrates "facilitator" or "advisor" functions for Sausalito. The budget and timing have been changed accordingly. Many such studies as these are concerned with the return on investment or "ROI" for those funding the study. Consider the following:

- Policy makers will now have data and a database to use when making decisions about Sausalito's future, which helps explain to constituents why certain decisions are made;
- For local businesses, these reports can better shape how new businesses can be attracted and retained to help service their businesses, indirectly provide new customers and not replicate services to avoid increased competition levels and unbounded land use pressures; and
- For local residents, land use worries can be considered by knowing what excess capacity exists and focus on filling that excess capacity before

considering an expansion of land use, if it is considered at all, to preserve Sausalito's history while reacting to the regional business climate.

For the city of Sausalito, an expansion of tax revenues from enhanced flow of tourism, retail activity and new businesses, and a more vital city where community development is proactive rather than reactive.

Case studies provide ways to both compare and benchmark changes to other communities. Because Sausalito is somewhat unique geographically and economically, finding strong cases for this purpose is difficult and will be done as part of the research package below. Here are three current possibilities:

- Galveston, Texas;
- Santa Monica, CA; and
- West Palm Beach, FL.

It is possible that these choices will change as the analysis deepens, but these are coastal, affluent communities where tourism has a major role and each city is tied directly or indirectly to a major metropolitan area.

Topic 1: Optimal business mix

Because empty storefronts can be seen as "urban blight" by both residents and visitors to an area, regardless of the area's wealth, proactive economic development in a city should monitor, forecast and guide its business mix. Providing guidance on an optimal mix for a city such as Sausalito is usually a five-step process:

- Identify the current mix of businesses;
- Identify industries that are missing, have recently left the area, or are not in the city but may be located in adjacent areas and provide services demanded in the local area;
- Survey local businesses and commercial real estate landlords about the business climate;
- Identify available commercial space, location and size, and match against industrial gaps identified in the above analysis; and
- Use economic impact analysis to show which of the industrial gaps provide the most "bang for buck".

MEF can act as the third party for Sausalito, with no political axe to grind, as an information source and guide for public policy. These data can also be used to help reduce the political constraints by showing what happens if other businesses leave due to a lack of support services, a lack of similar businesses that drive synergies for remaining companies, and a lack of local services that support the community as a whole. This can be done without a specific city vision, and can help shape that vision if necessary. The hope is a vision is in place.

The data needs for such a study would be a business inventory, the purchase of Sausalito's economic impact multipliers from Minnesota Implan Group (MIG), which are standard for economic impact analyses, and a commercial space inventory from survey, city and county data. If the inventories can be found at relatively low cost, a report can be done for **\$10,000**. It is important that the data be maintained and monitored after the initial database is collected, part of the ongoing cost in Topic 6 below.

Topic 2: The Economic Impact of Tourism on Sausalito

Economically, tourism provides three major, positive outcomes for a local area:

- Provides some locally-serving businesses with additional cashflow;
 - Hotels are gathering places if they have "conference" space
 - Restaurants and entertainment otherwise
 - Retail, specifically boutique shopping
- Augmented sales, transient occupancy tax (TOT) and parking revenues for the municipality; and
- Visitors act as ambassadors for networking to other, potential visitors that would not hear about the local area otherwise.

There are those who consider tourism detrimental to Sausalito's charm. Few, if any, studies exist that would make that claim. However, there are two major, potential detriments to increasing tourism flows:

- Increased traffic on city streets and in parking areas that restrict local residents from utilizing local businesses with ease; and
- A free rider problem for local services, including:
 - Police, fire, health care demanded by visitors that use these services but are unlikely to "pay" for their specific use in the small amount of taxes paid by an individual who may demand a large amount of services.

Data assembly and a simple report can be put together to describe the economics of Sausalito's visitor industry, where both sides are presented. Further, this report could contain ways in which some of the detriments described above can be mitigated. Using the same economic impact data the optimal business mix study allows this to be done rather easily, at a cost of **\$5,000**.

Topic 3: Land Use and Parking

Parking lots are not a great use of land, but provide ease for local residents and visitors and generate city revenue. Parking lots take away commercial space opportunities, reduce an area's aesthetics, and provide incentives to use cars to get to certain areas rather than use public transportation. Reduced traffic means a positive environmental impact, especially in idling cars waiting for available parking space. To measure the negative economic impact, the economic loss by having more parking lots than having a mix of parking and commercial space, the commercial opportunities lost

must be defined and measured. Further, the impact of reducing traffic should be quantified. If a proposal exists as to convert current parking space into commercial property, or if plans exist to convert commercial space into parking, and analysis can be done either direction if plans provide the initial data. This would also utilize the economic impact data from above. The cost would be \$5,000.

Topic 4: Harbor and Downtown Imagine Sausalito

On May 26, 2009, the City of Sausalito's Business Advisory Committee recommended the hiring of an economic development consultant to analyze a series of development initiatives. They are as follows:

Harbor/Downtown

- *Research the potential economic stimulus provided by improving and invigorating the downtown plaza and waterfront area.*

Scope: This task is similar to the economic impact of attracting businesses. The needs here are to estimate the number of jobs or the increased revenue to businesses as a result of the improvements and use those data as the input for the economic impacts.

- *Conduct a cost-benefit analysis on each project. Research costs associated with these construction projects (planning, design, permitting, construction), and the benefits to residents, businesses and visitors alike.*

Scope: This would be part of the "Land use" study above, where the pros and cons are quantified, the economic and environmental impacts are assessed and a net economic impact figure is provided.

- *Research potential funding sources for these projects (Marin Community Foundation, federal economic stimulus monies, shoreline access and waterway funding at the state and national level, etc.).*

Scope: This is best done by making contacts with the Community Foundation, local politicians at both the state and federal level and the federal economic development representative in the area. This is a minimal cost and is likely part of the Marin Economic Forum's duties.

- *Develop a comprehensive rationale that supports moving forward with these projects, a rationale and plan that would facilitate funding and community support, or a rationale for why they are not economically feasible or advisable.*

Scope: This would be a natural part of the above studies, and could all be wrapped into a land use study, acting as the case study for land use in Sausalito generally. The conclusions and policy recommendation provide a path upon which public policy can

walk toward a more efficient economy in Sausalito while recognizing some of the constraints that exist under any scenario.

Topic 5: Non-Retail, Commercial Business Impact

Sausalito is also home to many businesses which are not retail establishments. As with any other local area, retail and non-retail business feed off of each other and provide local options (and thus local tax capture rather than exporting tax dollars). The identification of the non-retail sector happens in some of the previous studies when a business inventory is done. This specific study is about the economic impact of these businesses, and the magnitude of their existence on Sausalito's economy.

- *Provide an overview and economic impact of non-retail, commercial enterprises in this area*

Scope: This task is more about the central and northern end of Sausalito's business district, where non-retail firms exist and employ many people. These businesses include philanthropic firms, design and advertising companies, and financial firms. Such firms serve both Sausalito's businesses and residents. The key is to provide a contrast of economic impacts to the classic downtown area and recognize support businesses exist beyond retail. Also, this analysis will discuss how, if at all, these businesses are impacted by seasonal tourism and may act as a balancing force against tourism cycles.

The total for Topics 4 and 5 would be **\$10,000** as a set if the other studies are done above first.

Topic 6: Recreational Boat/Marina Area impact

This is a similar but more specific analysis than Topic 5 above. There are many boats and marine vessels in Sausalito's harbor. The marina area of Sausalito has two key issues concerning economic development. The first the marine industry itself, which encompasses both commercial and recreational vessels, has an economic impact on Sausalito. There are people employed for driving and repairing boats, and spaces for boats that provide revenue for business and the city.

- Provide an overview of the local industry, the number of workers, firms and customers, and the economic impacts of this industry's existence.

Scope: This is another economic impact analysis, but where the industry is shown like commercial real estate or hotels. It is important to recognize that this industry provides a wide base of workers that Sausalito does not have based on land use constraints (such a manufacturing or repair workers). This industry is linked to local tourism, retail and services, as transient boaters and those that use the marine services are likely to use other businesses locally. Much like a commercial real estate market, this study can show the number of slips available, an occupancy rate (like a hotel), and the amount of employment generated by this industry in Sausalito.

The total for this would be **\$5,000**.

Topic 7: Ongoing Economic Development Advising and Facilitation

Some of the meetings with the Sausalito Chamber of Commerce and the Business Advisory Committee (as well as with individuals) suggest Sausalito needs ongoing economic development advising on three fronts concerning all the topics and data above:

- Once data are in place, public outreach and education would then begin and someone to provide that as a neutral third-party facilitates the planning process;
- Someone seen as an expert on economic development provides a hub for comments from the public, information requests and coordinating different groups to discuss change in a balanced, shaped way for Sausalito; and
- Interviews of both business owners, employees and residents (where employees may not be Sausalito residents) provide qualitative and quantitative data that help shape public policy in three ways: interviews provide opinions about attitudes toward change and economic development; they provide a way to track behavior, such as where residents shop, what customers use local firms, and what businesses are doing concerning their 3-5 year plans; and the actual knowledge of all stakeholders concerning Sausalito's business and residential environment. This outreach provides information that secondary data cannot easily show.
- Someone that can facilitate larger planning sessions in small or large-group formats to get people talking, keep them talking and have action items after these meetings that further propel the economic development process.

It is important that all realize no change truly means stagnation and that my approach to economic development is about shaping growth around an image of the local area not now but ten years from now. Once that strategy is in place, benchmarks are set, monitored and proactively engaged through strong forecasting protocols that business, government and residents understand because the process is transparent. Preservation of Sausalito's charm can happen with economic development. A vision must be assembled and followed where some will win and some will lose. The cost of this facilitation, including the survey work, is **\$10,000** annually beginning with 2010.

Summary of Topics and Costs

The table below summarizes the costs of each task or topic above and provides an indication of the relative ease of accomplishing the task and how long it would take once given the green light. The costs are based on flat-rate fee for services.

Table 1: Summary of Topics, Costs, and Ease of and Time for Delivery

Topic	Cost	Relative Ease	Timeline
Optimal Business Mix	\$10,000	7	12 weeks
Tourism Impact	5,000	6	12 weeks
Land Use/Parking	5,000	8	16 weeks
Harbor/Downtown	5,000	7	16 weeks
Non-Retail Analysis	5,000	8	20 weeks
Marine Industry	5,000	8	24 weeks
Advisor/Facilitator	\$10,000/annual	8	Ongoing
Totals	\$45,000 through 2010 fiscal year, \$10,000 thereafter		24 weeks for reports and data

Note: Relative ease is in eyes of author, and range from 1 to 10, where 10 is the most difficult.

There are two ideas to keep in mind for this summary. First is that the contribution of the MEF budget to any data effort is unknown, but is greater than zero. The total costs above would fall as a result of that. Second, the timeline in total is less than the sum of the parts because some of these tasks can be done simultaneously or have overlaps that both reduce cost and time to completion. Most of this is data gathering as a baseline for the economic impact reports. Once the impact reports begin, there is much overlap there. The \$10,000 annual needs parameters, which can be negotiated.

Please let me know if there are any concerns or questions about this scope of work and budget. This work can be done piecemeal and prioritized as the City of Sausalito sees fit. Thanks!

Sincerely,



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CITY OF SAUSALITO
COMMUNITY DEVELOPMENT

DATE: November 19, 2009

TO: The City of Sausalito Business Advisory Committee

FROM: The Sausalito Chamber of Commerce

RE: Recommendation to review & approve Marin Economic Forum Proposal ~~for~~

The Chamber urges the BAC to consider and recommend for City approval the attached scope of work for economic analysis from the Marin Economic Forum. Our Board and members have pledged to help underwrite the cost of this research.

The data this report will provide is timely and critical to sustaining the ongoing economic health of our City. While we are aware that the BAC has reviewed proposals from other consultants (we have three Board members who serve on the BAC and report to us monthly), we feel it is prudent and most economical to work with the newly formed Marin Economic Forum in order to capture efficiencies of scale and engage in a more integrated, county-wide effort, as Sausalito truly is the gateway to Marin County. The MEF provides an opportunity for Sausalito to secure support from the County that did not previously exist.

This study is consistent with both the Chamber's and the BAC's mission statements, is long overdue and is even more essential in light of today's challenging economic climate. As a result of regular meetings with our members, as well as the Sausalito City Manager and Finance Director, the Chamber is all the more concerned about the City's economic outlook and are confident that the data gleaned from this study will make a dramatic difference in our ability to improve the sustainability of our business community which in turn provides significant operational revenues for the City.

The Chamber and merchants cannot fund this on their own however and are asking the City for its financial backing as well. As always, it remains a win-win if the City and the business community can work together.

Thank you in advance for your consideration of this proposal and for moving it through the bureaucratic process at City Hall.

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ATTACHMENT 4
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**A Business Retention and Expansion Program
for the Business Advisory Committee
February 26, 2010**

A healthy and vibrant local economy depends on the well-being of the City's existing firms. Thus, efforts aimed at helping local businesses survive and grow in the local community are key to successful economic development. The City will benefit because:

- Forty to eighty percent of all new jobs are created by existing firms
- Businesses that stay competitive are more likely to remain in the community and possibly expand
- Keeping an existing business is often easier than recruiting a new firm
- Firms considering moving will talk to existing firms. Odds are better of attracting new firms if existing ones are happy with the community.

Business Advisory Committee (BAC) Scope of Work

Developing and Implementing a Business Retention and Expansion (BRE) Program

1st Quarter Activities:

Research

- Develop a database of existing business and catalog the businesses into standardized primary industry groups
- Develop a survey instrument proven to be successful in other communities with a business climate not unlike Sausalito's to interview businesses about their needs, concerns and plans

Reporting

- Prepare quarterly report and submit database and survey instruments to City Council for comment and approval

2nd Quarter Activities:

Firm Visits

- BAC conduct self-training to prepare for conducting firm visits
- Using the survey developed in the 1st Quarter, BAC members interview 10% of City's businesses in each of the City's primary industry groups about their needs, concerns and plans
- Based on the results of the interviews, refine and finalize surveys into a useable and effective tool

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Reporting

- Prepare Quarterly report summarizing 2nd Quarter activities and submit revised survey instrument to City council for approval

3^d Quarter Activities:

Firm Visits

- Using the revised and refined survey from the 2nd Quarter, BAC members interview remainder of City's businesses in each of the City's primary industry groups about their needs, concerns and plans

Red Flag Follow-Up

- BAC reviews surveys and prepares strategies to respond to firms' immediate needs including linking firms to appropriate economic development programs and services

Reporting

- Prepare Quarterly report summarizing 3rd Quarter activities and submit proposed strategies for conducting Red Flag Follow-up visits to City Council for approval

4th Quarter Activities:

Strategic Planning

- Survey results are analyzed and documented in a written report
- The BAC develops a list of suggested projects to address business needs identified in the surveys
- The BAC uses the report and its knowledge of the community to develop a strategic action plan

Reporting

- Prepare final report summarizing 4th Quarter activities and a strategic action plan to City Council for approval