

TRI-AGENCY

ECONOMIC DEVELOPMENT AUTHORITY

FY 2010 - 2011 ACTION PLAN

June 30, 2010

Prepared by

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Mission

The mission of the Tri-Agency Economic Development Authority (Tri-Agency) is to promote the economic development opportunities of the County of Del Norte, the City of Crescent City, and the Crescent City Harbor District by:

- assisting existing businesses retain their employees as well as expand their businesses
- encouraging new businesses to locate in the community
- coordinating economic development activities with other organizations in the community

Action Plan Purpose

The purpose of the action plan is to identify specific, measurable actions to be accomplished, schedules for completing these actions, and resources needed to accomplish the actions.

FY 2010 - 2011 Planned Actions

The following actions and activities are planned for the 2010 - 2011 fiscal year:

1. Tri-Agency Web Site

The Tri-Agency has three domain names – Tri-Agency.org, Tri-Agency.info, and Tri-Agency.net. The domain names are hosted by GoDaddy.com. The site domain names are paid until 2/9/2012. Currently, only the Executive Director has a mailbox at the Tri-Agency.org site but other mailboxes are available to Board members.

The Tri-Agency web site at www.tri-agency.org will be maintained and updated on a regular basis. Updates and maintenance are described in the task below.

- a. Task:** Update the web site and place the date of the last update on the home page. Add streaming video from Harbor camera. Add current and historic

meeting minutes and agendas. Add other relevant Tri-Agency documents such as the Del Norte County/City of Crescent City new business flow chart/check list designed to assist new businesses in the permitting, financing, and regulatory processes. This document is being compiled for the May 22 Business & Career Expo 2010.

Schedule: The web site will be updated no less than monthly with agendas and meeting minutes. The Harbor camera link will be coordinated with the Harbor and County by September 30, 2010.

Resources: Advertising & Promotions budget line item (64020) currently budgeted at \$4,000. Currently we are using the services of Annette Johnson at Salmon Creek Web Design at a flat rate of \$68 per hour. Coordination with the Harbormaster and the County IT Department is required for the streaming video. Primary contact with the web designer is Public Information Officer (PIO) contractor.

Estimated Executive Director Level of Effort: 48 hours annually
Estimated PIO Contractor Level of Effort: 24 hours annually

2. Fund Prioritized Projects

This action item is intended to obtain funding for one or more of the priority community wide projects.

- a. Task:** An informal poll of community members has identified the following three projects as high priority for funding in 2010 – 2011:
- i. Harbor Re-Development – Seafood processing facilities updates
 - ii. Biofuels – Utilization of woody biomass
 - iii. Broadband redundancy

At least one source of funding will be identified for each project.

- b. Schedule:** At least one application for funding to be submitted by June 30, 2011.

- c. Resources:** Coordination with City, County, Harbor, Tribes and private sector as well as federal, state, and other funding agencies.

Estimated Executive Director Level of Effort: 180 hours annually
Estimated PIO Contractor Level of Effort: 0 hours annually

3. Pursue One Stop Business Center

This action item is intended to pursue funding to create a One Stop Business Center within Del Norte County. The One Stop Center would serve all businesses county wide. A proposed facility has been developed with RHS staff detailing a floor plan, office equipment, furnishings, and staffing. This proposal was presented at the December 30, 2009 Tri-Agency Board meeting.

The One Stop Center would be the repository for supporting resources and information related to the Del Norte County/City of Crescent City new business flow chart/check list. This flow chart/check list will be designed to assist new businesses in the permitting, financing, and regulatory processes. This information is being compiled for the May 22 Business & Career Expo 2010.

- a. **Task:** Identify funding for a One Stop Business Center.
- b. **Schedule:** Initial proposal to Board by December 31, 2010.
- c. **Resources:** Coordination with Chamber, City, County, Harbor, and Tribes.

Estimated Executive Director Level of Effort: 80 hours annually
Estimated PIO Contractor Level of Effort: 0 hours annually

4. Participate in Professional Organizations

This task will allow the Executive Director to stay current with economic development trends at the local, regional, and state level through participation in professional organizations and continuing education opportunities.

- a. **Task:** Participate in California Association of Local Economic Development (CALED), UpState California Economic Development Council, and Chamber of Commerce professional events.
- b. **Schedule:** Events occur throughout the year. Board will be provided summaries of events attended.
- c. **Resources:** The current budget contains funds for membership in the above organizations (62003 – Dues, Education, Subscriptions – \$5,000) as well as approved travel expense funds (62014 – Travel Expenses – \$2,500).

Estimated Executive Director Level of Effort: 168 hours annually
Estimated PIO Contractor Level of Effort: 0 hours annually

5. Explore Expanded Project Funding

This action item will identify funding opportunities for projects throughout the community. Particular emphasis will be given to discovering new opportunities with priority given to grants over loans. In the 2009 – 2010 Action Plan this task was accomplished by assisting Hambro Forest Products in a US Forest Service Forest Research Laboratory grant application.

Emphasis will be given to projects and funding opportunities that focus on sustainable foods and local farmers and food producers.

- a. **Task:** Identify and apply for at least one source of funding for a project within the community. Coordinate with Task 2 above.
- b. **Schedule:** Funding to be applied for by June 30, 2011.
- c. **Resources:** Coordination with professional organizations, state and federal economic development agencies, City, County, Harbor, and Tribes.

Estimated Executive Director Level of Effort: 160 hours annually
Estimated PIO Contractor Level of Effort: 0 hours annually

6. Engage Economic Development Entities

This action item is intended to result in more focused community economic development outcomes by coordinating efforts among the entities with identified economic development programs. Part of this action item is to consider expansion of the Tri-Agency Joint Powers Authority to bring in additional partners. An additional concept would be to recruit a sister city in close coordination with the City Manager of Crescent City.

In recent discussions with other economic development JPA's it was suggested that the Tri-Agency give serious consideration to becoming either a 501 (c)(3) charitable non-profit to solicit grant and other funds and/or a 501 (c)(6) non-profit to promote business development. Separate Boards would be needed for each entity.

Possible additional JPA members could include but are not limited to:

- o DNEDC
 - o CALED
 - o Elk Valley Rancheria
 - o Smith River Rancheria
 - o Yurok Tribe EDC
 - o SBDC
- a. **Task:** Contact and coordinate with economic development entities including, but not limited to, Tri-Agency members, Tribes, lending institutions, Chamber, The California Endowment, and private business regarding expansion of the JPA. Investigate issues regarding Tri-Agency becoming a 501 (c)(3) and/or a 501 (c)(6).
 - b. **Schedule:** Report back to the Board on possible new JPA members by December 31, 2010. Report on the 501 (c)(3) and/or a 501 (c)(6) considerations and make a recommendation to the Board by December 31, 2010.
 - c. **Resources:** Coordination with Tri-Agency members, Tribes, lending institutions, Chamber, The California Endowment, and private business.

Estimated Executive Director Level of Effort: 160 hours annually
Estimated PIO Contractor Level of Effort: 0 hours annually

7. Administer Micro Enterprise Financial Assistance Program

This task is to assure continued administration of the micro enterprise financial assistance program. This includes at least monthly meetings with the County grants coordinator, weekly meetings with the North Coast Small Business Development Center – Crescent City Director, preparation of loan underwriting packages, coordination with CDBG Housing & Community Development officials, preparation of Loan Advisory Board documents, and periodic visits to loan recipients to assess success of their businesses.

- a. **Task:** Successfully administer the microenterprise financial assistance program and underwrite loans to the full extent of the existing grant funds. Work with the County to acquire additional funding for the program.
- b. **Schedule:** Have all available grant funds committed by June 30, 2011.
- c. **Resources:** Coordination with County, North Coast Small Business Development Center, Tri-Agency Loan Advisory Board, Housing & Community Development and loan applicants.

Estimated Executive Director Level of Effort: 132 hours annually
Estimated PIO Contractor Level of Effort: 0 hours annually

8. Create and Implement a Business Retention & Expansion Program

The goal of this action item is to successfully create a business retention and expansion (BRE) program and implement the program county wide. Historically, attempts to recruit new businesses into the community have not been particularly successful. The current economic recession further exacerbated this problem in 2009 - 2010. Subsequent research and benchmarking with other communities indicate a much higher rate of success in active business retention and expansion activities as a means to create and retain jobs in the community.

Typically, the active outreach aspect of the BRE program will assist business owners with answering the question “what is preventing you from hiring another person or expanding your business”? The answers may range from locating affordable financing to permitting issues to lack of qualified workforce. The intent of the BRE program is to assist the business owner to zero in on the root problem then provide one or more solutions to address the issue.

Often BRE programs are created and implemented by the local Chamber of Commerce. A meeting was held with our Chamber officials and a copy of the Grants Pass/Josephine County Chamber of Commerce BRE program was provided to them as an example. While the Chamber officials acknowledged that such a program would be beneficial, they indicated the Chamber did not have the resources to create or implement such a program.

- a. **Task:** Create a written business retention and expansion program. Monthly reports to the Board will indicate the number of businesses contacted, impediments to business expansion identified, the jobs retained as a result of the contact, jobs created as a result of the contact, and other pertinent information.
- b. **Schedule:** By September 30, 2010.
- c. **Resources:** Coordination with Council of Economic Advisors, Workforce Center, Chamber, professional organizations, lending institutions, Tribes, private sector networking, Tri-Agency members, and other communities.

Estimated Executive Director Level of Effort: 500 hours annually
Estimated PIO Contractor Level of Effort: 0 hours annually

9. Encourage New/Renewed Community Events

Tri-Agency will coordinate establishing a community wide Event Commission and seek funding for a community event planner. Additional community events are needed to lengthen the tourist season and to bring tourism dollars into the community over more months of the year. Tri-Agency will form the community based Event Commission to establish or re-establish events that will benefit the greater community at large, increase the visibility of the community, increase business development opportunities, and increase tourism revenues. The goal of the Event Commission will be to identify at least one event per month. Tri-Agency may be a member of the Event Commission.

The Crab, Wine and Cheese Festival 2010 is an example event. It was a community event held during the tourist “off season”. With very limited advertising it brought attendees from Oregon and throughout Del Norte County. It was a fun community family event that generated a positive cash flow. Several local businesses were afforded the opportunity to generate revenue at the event. The Northcoast Marine Mammal Center has expressed interest in sponsoring the event

- a. **Task:** Establish a community wide Event Commission with the goal of identifying at least one community event per month. Identify funding for a community event planner to plan the events identified by the Event Commission.
- b. **Schedule:** Establish an Event Commission by August 31, 2010 to identify additional community wide events. Report back to the Board periodically on Event Commission progress.
- c. **Resources:** Coordinate with Chamber, City, County, Harbor, Workforce Center, Hospitality 101, Tribes and non-profits.

Estimated Executive Director Level of Effort: 80 hours annually
Estimated PIO Contractor Level of Effort: 20 hours annually

10. *Lands Inventory*

This action item is intended to make available a lands inventory for the entire County that will allow for the rapid evaluation of potential sites for commercial or light industrial business development. The County created a lands inventory database in a software package that is not readily accessible to the general public and cannot support the originally intended graphical format including photos.

- a. Task:** Convert the inventory of commercial and industrial lands within Del Norte County into a non-proprietary, publically accessible database that will allow for searches to be performed using a variety of search criteria. The City portion will be added once the database format is beta tested.
- b. Schedule:** Inventory to be populated including photographs by September 30, 2010.
- c. Resources:** Coordination with City, County, Harbor, and Tribes.

Estimated Executive Director Level of Effort: 80 hours annually
Estimated PIO Contractor Level of Effort: 0 hours annually

11. *Create & Implement Public Information Plan*

The Tri-Agency entered into a contract for public information officer (PIO) services with Karen Phillips, PS Business Services. The contracted services include specific tasks associated with creating and disseminating public information regarding the Tri-Agency within the community.

After checking with the California Fair Political Practices Commission, it has been determined that the Tri-Agency Executive Director is free to write letters to the editor and Op Ed pieces associated with both positive and negative issues associated with economic development.

- a. Task:** Create a public information plan to detail activities by the contract Public Information Officer. Include in that plan regular letters to the editor and Op Ed pieces for submittal to the local newspaper.
- b. Schedule:** Complete draft public information plan by September 30, 2010 for Tri-Agency Board review.
- c. Resources:** Coordination with contract Public Information Officer and Tri-Agency Board of Directors.

Estimated Executive Director Level of Effort: 80 hours annually
Estimated PIO Contractor Level of Effort: 40 hours annually

12. Formal HAS199.com Status Reports

Typically, brief summaries of the status of the components of the HAS199.com program are reported to the Tri-Agency Board as part of the monthly Executive Director's report. Often, representatives from other organizations are present to provide updates to the Board in person – for example the Harbormaster or the Executive Director for the Local Transportation Commission.

The written status report would report progress on the HAS199.com components as well as any beneficial economic development documented in the community as a result of HAS199.com progress.

- a. **Task:** Create written monthly updates of the progress of the HAS199.com program for the Board.
- b. **Schedule:** Present written HAS199.com reports at the monthly Tri-Agency Board meetings starting in July 2010.
- c. **Resources:** Coordination with Harbormaster, Airport General Manager, City Public Works Director/City Engineer, Local Transportation Commission Executive Director, broadband consultant John Irwin and others.

Estimated Executive Director Level of Effort: 96 hours annually
Estimated PIO Contractor Level of Effort: 0 hours annually

**SUMMARY OF TRI-AGENCY TASKS
 FOR FISCAL YEAR 2010 – 2011
 (July 1, 2010 – June 30, 2011)**

	TASK DESCRIPTION	PROPOSED COMPLETION DATE	ACTUAL COMPLETION DATE	STATUS/COMMENTS
1	Update/Maintain Tri-Agency Web Site Harbor/Beach Video Camera	Monthly Updates September 30, 2010		
2	Priority Projects Funding	June 30, 2011		
3	Pursue One Stop Business Center Funding Proposal	December 31, 2010		
4	Professional Organization Participation	Various/Ongoing		
5	Explore Expanded Project Funding	June 30, 2011		
6	Engage Economic Development Entities	December 31, 2010		
7	Administer Micro Enterprise Financial Assistance Program – Loan Current Funds	June 30, 2011		
8	Create & Implement Business Retention & Expansion Program	September 30, 2010		

9	New/Renewed Community Events Establish Community Event Commission	February 19, 2011 September 30, 2010		
10	Publish Lands Inventory	September 30, 2010		
11	Create & Implement Public Information Plan	September 30, 2010		
12	Formal HAS199.com Status Reports	Monthly Starting July		