



**Mark Dowling**  
Economic Development  
Agency Administrator

**Mission Statement**

*As civic entrepreneurs, the Economic Development Agency serves existing and future residents, business/community leaders and visitors. We facilitate economic growth through the development and implementation of strategic policies to enhance human and capital infrastructure which leads to a dynamic globally engaged economy.*



**GOALS**

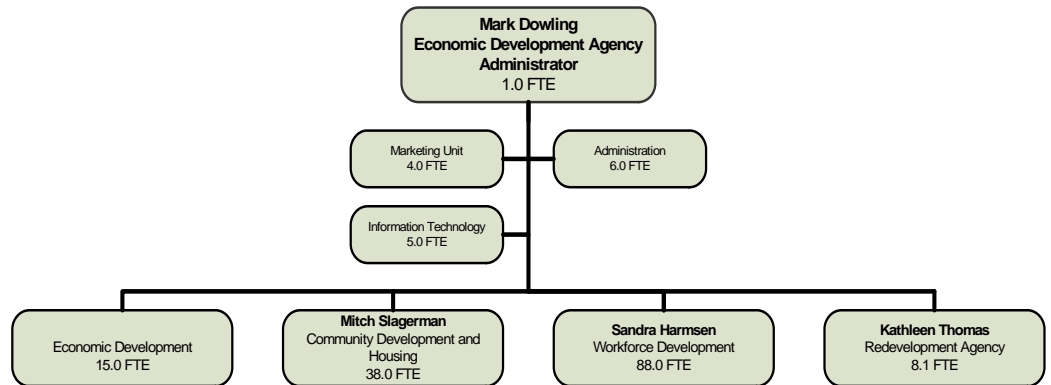
**IMPLEMENT A MARKETING STRATEGY FOR THE AGENCY THAT PROVIDES CLEAR AND EFFECTIVE LINES OF COMMUNICATION CONNECTING CLIENT DEPARTMENTS WITH STAKEHOLDERS**

**IMPLEMENT INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE TO SUPPORT AGENCY/DEPARTMENTAL IT INITIATIVES**



**ECONOMIC DEVELOPMENT AGENCY**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The Economic Development Agency (Agency) provides overall administrative support and policy implementation to four departments. This includes the facilitation of communication between the County Administrative Office as well as the Board of Supervisors. In addition, the agency oversees the information technology function and public relations and marketing support.

Through the combination of four departments with common goals and objectives, the agency provides leadership and direction to all 24 cities and private economic development organizations within the county.

**2008-09 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing*
<b>General Fund</b>					
Economic Development	7,318,898	580,000	6,738,898		45.0
Total General Fund	7,318,898	580,000	6,738,898		45.0
<b>Special Revenue Funds</b>					
San Bernardino Valley Enterprise Zone	392,911	101,891		291,020	-
Community Development and Housing	50,040,727	33,447,531		16,593,196	38.0
Workforce Development	12,493,181	12,529,260		(36,079)	75.0
Total Special Revenue Funds	62,926,819	46,078,682		16,848,137	113.0
<b>Other Agencies</b>					
Economic and Community Development Corp	282	-		282	-
County Industrial Development Authority	38,146	1,000		37,146	-
<b>Redevelopment</b>					
Speedway Project Area	65,885,843	14,024,567		51,861,276	8.1
Cedar Glen Project Area	10,673,987	836,460		9,837,527	-
VVEDA Project Area	1,482,279	256,105		1,226,174	-
Mission Boulevard Joint Project Area	111,403	24,570		86,833	-
Total Other Agencies	78,191,940	15,142,702		63,049,238	8.1
<b>Total - All Funds</b>	<b>148,437,657</b>	<b>61,801,384</b>	<b>6,738,898</b>	<b>79,897,375</b>	<b>166.1</b>

\* In August 2008, the Board approved a re-organization for the Economic Development Agency; as a result, the staffing reflected in the organizational chart above does not match the summary of budget units.

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: IMPLEMENT A MARKETING STRATEGY THAT PROVIDES CLEAR AND EFFECTIVE LINES OF COMMUNICATION CONNECTING CLIENT DEPARTMENTS WITH STAKEHOLDERS.**

*Objective A: Create a common look and theme to all marketing efforts for each department within the agency to create recognition and branding.*

*Objective B: Position [www.OpportunityCA.us](http://www.OpportunityCA.us) as a primary source of economic and business information in the region, as related to the programs and objectives of the Economic Development Agency and its departments.*

*Objective C: Draw recognition for the Economic Development Agency’s expertise on the regional economy and business environment.*

*Objective D: Establish and utilize a communications infrastructure to enhance audience reach per dollar.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
A. Percentage of total marketing and collateral materials developed to incorporate the Agency’s branding.	20%	80%	100%	20%	N/A
B. Percentage increase on the total number of page views for redesigned <a href="http://www.OpportunityCA.us">www.OpportunityCA.us</a> .	N/A	N/A	N/A	N/A	10%
C. Percentage increase in number of times the agency appears in positive or neutral news coverage.	N/A	N/A	N/A	N/A	10%

**Status**

The Marketing Unit has now accomplished its initial objective of establishing an identity supporting the launch of the Agency. Those initial objectives and measurements need to change in order to effectively gauge a second phase for marketing. In its second phase, the marketing unit will focus in communications efforts for specific targets and efficiency.

Specifically, the extensive redesign of the Agency’s webpage is now underway. The new portal is scheduled to launch in early spring of 2009, providing a central source of economic and business-targeted content as well as a primary communications channel to connect stakeholders to agency programs and local business opportunities. The new site will provide one key measurement for the marketing Unit, which will be tasked with drawing traffic to the revamped [www.OpportunityCA.us](http://www.OpportunityCA.us) site.

In addition, the group will focus on positioning the agency as an expert on the region business economy as a way to funnel inquiries from potential investment and business partners through knowledgeable staff. The expanded dialogue with decision-makers can open new opportunities. By measuring the number of times that the agency is cited in an authoritative role as an expert on regional economic issues, the Marketing Unit can place a quantitative measurement on an otherwise subjective goal.

The Agency seeks to capitalize on a revamped website, established media relations, mailing lists, organizational relationships and access to various communications platforms developed in the prior launch phase to more efficiently and effectively target key messages for defined audiences. At the launch of the Agency, the emerging function had no defined reputation, access to free media or relationships with target audiences. Through significant investments, such as paid advertising and sponsorships, the Agency worked to establish the Opportunity, California brand along with a series of communications channels. With the completion of the new website and concurrent development of e-marketing tools, the agency will be able to reach stakeholders, businesses and members of the public with whom it has established a reputation and relationship.

**2007-08 ACCOMPLISHMENTS**

- ❖ Consolidated the IT Unit and Help Desk Process
- ❖ Designed and implemented San Bernardino County Mountain-Wide Marketing Campaign in response to the fires
- ❖ Participated in Speedway Events
- ❖ Organized the County of San Bernardino State of the County Address
- ❖ Met initial objective of branding for Agency departments
- ❖ Completed “Highest and Best Use” Study which identified best potential uses for Chino Airport
- ❖ Participated in numerous conferences that increased awareness that San Bernardino County is a preferable place to do business, travel and work



**GOAL 2: IMPLEMENT AN AGENCY-WIDE INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE TO SUPPORT AGENCY/DEPARTMENTAL IT INITIATIVES.**

*Objective A: Deploy recommendations from the 2006-07 IT Assessment.*

MEASUREMENT	2006-07	2007-08	2008-09	2008-09	2009-10
	Actual	Actual	Target	Estimate	Target
2A. Percentage implementation of the IT Assessment objectives that have been funded.	N/A	25%	50%	58%	100%

Status

The Agency is taking steps to implement all objectives that have not been met by the end of 2009. Implementing all of the objectives for Network IT infrastructure upgrades have been delayed pending finding a suitable location to consolidate the Workforce Development and the State Employment Development offices located in San Bernardino. All Information Services Department (ISD) service solution recommendations are complete which included the following: Help Desk, Active Directory, Server Migration, Computer Assessment, Printer Assessment, Anti Virus Assessment, Dynamic Host Configuration Protocol, Security Patching, Inventory Control, ISD proxy service, and complex passwords.

**2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING**

The department is not requesting any additional general fund financing for 2009-10.

**2009-10 PROPOSED FEE ADJUSTMENTS**

The department is not proposing any proposed fee adjustments for 2009-10.

If there are questions about this business plan, please contact Mark Dowling, Administrator, at (909) 387-9800.



State of the County of San Bernardino 2008



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