### Carson City Agenda Report

**Date Submitted:** July 29, 2014 **Agenda Date Requested:** August 7, 2014 **Time Requested:** 45 Minutes

**To:** Mayor and Supervisors

From: Nick Marano, City Manager

**Subject Title:** For Possible Action: To accept the Retention and Expansion Economic Development Plan for Carson City as presented by the Northern Nevada Development Authority (NNDA) and approve funding in the amount of \$74,574 for FY 14-15 and \$75,682 for FY 15-16 to be funded from contingency or as an alternative various accounts as determined by the Board. (Rob Hooper and Danny Campos)

**Staff Summary:** The City currently has budgeted and provides financial support to NNDA in the amount of \$24,000 per year. The additional funds for the next two years are specifically to fund the Retention and Expansion Economic Development Plan.

Type of Action Requested: (check one)		
( ) Resolution	(	) Ordinance
(X) Formal Action/Motion	(	Other (Specify)
Does This Action Require A Business Im	pact	Statement: ( ) Yes (X) No

**Recommended Board Action:** I move to accept the Retention and Expansion Economic Development Plan for Carson City as presented by the Northern Nevada Development Authority (NNDA) and approve funding in the amount of \$74,574 for FY 14-15 and \$75,682 for FY 15-16 to be funded from contingency or as an alternative various accounts as determined by the Board.

**Explanation for Recommended Board Action:** N/A.

**Applicable Statute, Code, Policy, Rule or Regulation:** N/A

**Fiscal Impact:** \$74,574 for FY14-15 and \$75,682 for FY15-16

**Explanation of Impact:** If the Board approves this action, either the contingency account would be reduced or other various accounts would have to be reduced as determined by the Board for FY 2014/2015. The amount for FY 2015/2016 will be built into the budget.

Funding Source: Contingency or as determined by the Board.

**Alternatives:** Accept, modify or deny.

**Supporting Material:** Carson City Economic Development Plan, budget, timeline and PowerPoint presentation.

### Prepared By: Janet Busse, Department Business Manager

;	(City Manager)  (District Attorney)  (Finance Director)		Date: _ Date: _	7/29	<u> </u>  14
Board Action		1) 2)			Aye/Nay
(Vote Recor	rded By)				



Northern Nevada Development Authority

### Carson City Proposed Economic Development Plan – Retention & Expansion

July 1, 2014 – June 30, 2016

This is an overview outlining the Objectives and Strategies for the Carson City Economic Development Plan. Each Strategy will be expanded to include Scope of Work, Timelines, Metrics, and Expected Results. The main focus of this plan is on retaining and expanding existing Carson City manufacturers.

Goal: To create a one-stop resource for existing Carson City manufacturers for all issues attached to growth, expansion and retention of their business.

Objective 1: Support the creation of an economic development environment to foster positive and dynamic growth within the targeted industries for Carson City.

Objective 2: Identify challenges that face the existing businesses, create a solution based network that will assist and find solutions for retention and expansion.

### PHASE 1

Action 1. Fully understand all aspects of the identified targeted industry clusters.

- 1. Markets
- 2. Supply chain
- 3. Workforce availability, education and training needs
- 4. Land use/issues
- 5. Infrastructure/issues (water, sewer, utilities, roads, rail, broadband, etc.)
- 6. County and City Challenges
- 7. General challenges
- 8. Long Term Opportunities

TIMELINE: Q1 – Q3 of year 1 - contract period

Action 2. Develop program metrics required to manage process and to provide quarterly reports to city officials.

TIMELINE: End of Q1 of year 1 - contract period

### PHASE II

Action 1. Utilize the State of Nevada (Governor's Office of Economic Development) and other State and Federal partners to provide resources and assistance in expansion efforts to include financial assistance and programs, export education and assistance, incentives, workforce training and consulting.

TIMELINE: Entire duration of contract period

Action 2. Develop, market and implement Career Pathways to support workforce development with Western Nevada College and other qualified entities. Engage Career & Technical Education (CTE).

TIMELINE: Q1 through Q4 of year 2 - contract period

Action 3. Identify potential companies through targeted marketing efforts that are prime candidates for expansion, or in need of retention assistance.

a. Purchase complete contact lists for all Carson City businesses identified as being targeted industry

TIMELINE: Q1 of year 1 – contract period

b. Meet with all companies willing to participate to gain information for Action 1 in Phase 1.

TIMELINE: Q1 through Q4 of year 1 – contract period

c. Email, mail and phone campaigns to get the word out of opportunity and assistance

TIMELINE: Entire duration of contract period

d. Develop comprehensive marketing and outreach materials specific to Carson City manufacturers outlining options for growth and retention

TIMELINE: Q1 - Q2 of year 1 - contract period

e. Recruit research consultants to assist with creating leads for face to face meetings with out of state C level executives and attend Carson City specific targeted trade shows (new business recruitment).

TIMELINE: Q1 and Q4 of year 1 and 2 - contract period

f. Modify a portion of NNDA's current Advisory Committee System to create front end and back end assistance for companies in need.

TIMELINE: Q1 through Q4 of year 1 - contract period

#### PHASE III

Action 1. Client Engagement and Follow Up

- a. Deliver a customized package specific to individual company needs, assist with implementation and expert assistance utilizing committee system and regional expertise.
- b. Utilize NNDA's Feasibility Committee to conduct analysis on potential projects and make recommendations

TIMELINE: Entire duration of contract period

### Carson City Economic Development Plan

Budget						YEA	R 1						TOTAL
	SEP	ОСТ	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	
Survey Questionaire	\$ 312	\$ 312											\$ 623
Survey Data Base		\$ 2,361											\$ 2,361
Web Site	\$ 2,991	\$ 2,991	\$ 2,991										\$ 8,972
Contact List	\$ 500	\$ 500											\$ 1,000
Folder/Brochure	\$ 3,530	\$ 3,530	\$ 3,530										\$ 10,590
Visitation Plan		1500											\$ 1,500
Scheduling Resource Costs			\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 7,778
Visitations				\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 17,916
Expansion Follow Up		X 200 Comment		\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 6,552
Data Analysis											\$ 497	\$ 497	\$ 994
Supply ChainTarget Development											\$ 182		\$ 182
Marketing Campaign (1)											\$13,000	\$ 3,107	\$ 16,107
Total	\$ 7,332	\$11,193	\$ 7,298	\$ 3,496	\$ 3,496	\$ 3,496	\$ 3,496	\$ 3,496	\$ 3,496	\$ 3,496	\$17,175	\$ 7,100	\$ 74,574

	YEAR 2															TOTAL
		SEP	00	T	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG		
Round Two "Update Kit"														\$ 2,475	\$	2,475
Scheduling Resource Costs	\$	778	\$	778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778		\$	8,556
Visitations	\$	1,991	\$ 1,	991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991	\$ 1,991		\$	21,897
Expansion Follow Up	\$	728	\$	728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728		\$	8,008
Marketing Campaign (1)	\$	3,107	\$ 3,	107	\$ 3,107										\$	9,320
Marketing Campaign (2)							\$13,000	\$ 3,107	\$ 3,107	\$ 3,107	\$ 3,107				\$	25,427
Total	\$	6,603	\$ 6,	603	\$ 6,603	\$ 3,496	\$16,496	\$ 6,603	\$ 6,603	\$ 6,603	\$ 6,603	\$ 3,496	\$ 3,496	\$ -	\$	75,682

**Total Program Cost** 

\$ 150,256

Carson City Economic Development Plan																								
Timeline						YEA	R1											YEA	R 2					
	SEP	ОСТ	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	ОСТ	NOV	DEC	JAN	FEB	MAR	APR	MAY J	UNE J	ULY A	UG
Manufacturers Primary Research																							$\neg$	
Survey Questionaire (Utilize Analysis Committee)						$\neg$								$\neg$										
Draft Visitation Questionaire Content														$\neg$	-	_							$\neg$	
Submit Draft Questionare to Stakeholders and Finalize					$\neg$	$\neg$		_						$\neg$							$\overline{}$	$\neg$	$\rightarrow$	
Survey Data Base	-			$\neg$	$\neg$	$\rightarrow$	_				_			$\neg$							-	+	+	$\neg$
Design Data Base per Completed Questionare						-								$\overline{}$		_					$\rightarrow$	$\rightarrow$	+	$\dashv$
	-	fallows.		-	$\dashv$	$\rightarrow$	-	-	-			-		-	-	-		_	-	-	-	+	-	$\neg$
Outeach Web Site (holds data base and Mfg. information on programs) Marketing Committee		-			-	-		-+						-	_	_		-	-		-	$\rightarrow$	+	-
Contract Web Developer				-	-	$\rightarrow$	_	-	_	-			-		-	_		-	_		-	+	+	-
Create page plan and style theme sheet	0000	ASSESSED.		-	-	-	_	-						-		_			_	_	-	$\rightarrow$	+	-
Develop Content	-			_	-	-		-		_	-			-	-	_			_	_	-	$\rightarrow$	+	-
Import Data Base Structure and make Active	-			-	-	-	_	-			_			-	_						$\rightarrow$	$\rightarrow$	-	_
Finalize Graphics and Content Layout			20000000	_		_								_			$\vdash$					$\dashv$	$\rightarrow$	
Publish Beta Site																						_		
Adjust and Go Live																						_		
Market Contact Lists (Utlize Business Process Committee)																						$\perp$		
Evaluate Data Providers(Hoovers vs. other sources) and choose list provider																								
Order Data Sort/List																								
Add to Data Base																								
Carson City Manufacturers Program Folder/Brochure (utilize Marketing Committee)																								
Contract Marketing Agency																								
Develop Style Concept (In conjunction with Web Developer)	The second second																							$\neg$
Develop "Pocket Folder" and Insert - Design and Content		Part In																						
Produce limited quantity to match number of Manufactures on C.C. List																								
Visitation Plan																						$\neg$	_	
Organize Data Base to size, location and sector						$\neg$		$\neg$						$\neg$							_	$\neg$	$\neg$	$\neg$
Create call script				$\neg$										_								$\rightarrow$	-	$\neg$
Create call log/data base to track phone outreach						$\rightarrow$	_							_						_	-	$\rightarrow$	+	-
	_		_	-	$\neg$	$\rightarrow$		-		_				-		_				_	$\rightarrow$	-	_	$\neg$
Identify call specialists and call "windows" for scheduling / create schedule template			0.000	_		_		-		-		_	-	-	_			_		-	_	-		-
Commence Scheduling Calls	-		910523	-	-			-								-					$\rightarrow$	$\rightarrow$	-	-
Visitations - Initial Round				20000		SERVICE I		SESSION A	passans.	Sindano e	13/4/15)	reneral.	NO. ALCOHOL:			9353383	40004845	DESAUG				-		$\dashv$
Call Specialists Set Appointments	_					966	4 (4 )	Pilon III			53	RESERVE.							28.37		132317	100000		$\dashv$
First Call System Analysis with Update of system			-		02503			100 X X X X X X X X X X X X X X X X X X								-			_	_	-+	$\rightarrow$	$\rightarrow$	-
Visitation Calls proceed per plan	-	-	-			121113	3050				4000										-	$\rightarrow$		-
Visitations - Expansion Follow Up	_			Charles S	2000	10000		DEPOSIT			1000		-	_				_			_	-	-	_
Expansion specialists call per needs identified by call specialists (build case / sched. Incentives)	-					1239	3000								-					_	-	-+	-	
Data Analysis	-			-	-	$\rightarrow$				_	55593	0000				-					-+	-	-	-
Analyze data from visitations to estalbish targeted "common needs" and match to available programs	-	-			-	-							-	-	_	_		_		_	-+	-	+	$\dashv$
Analyze Data to determine best case "targets" for supply chain improvement Round Two "Update Kit"	-				-	-		-		_	373			$\rightarrow$	_					_	-	+	_	-
ACCONTRACE ACRES. CONTRACENSATION		-		_	-	-								-					_		-	$\rightarrow$	$\dashv$	-
Using analyzed data, create and "update" news letter formatted collateral for manufacturers Visitations - Round Two	-	-				-								-		_	-				_	+	-	_
Call Specialists revisit manfufacuters, update all and identify new expansions	-			-	-	-		-					100000	N 100 100 10	No. of London	935000	0.000			2000	353.00		GAVE III	
	_			$\rightarrow$	_	$\rightarrow$	_	-							100							200		
Expansion Specialists follow up as before	-			$\rightarrow$	-	-		-		-	_					1000				7.12	-			100
Supply ChainTarget Development				_	-						C POSC			-								$\rightarrow$	-	_
Based on visitaiton data, develop best case target "types" for out of state relo's and expansions  Marketing Campaign (1)	-			-	_	-					2011/16			_							$\rightarrow$	$\rightarrow$	_	_
Marketing Campaign (1)	_			-		-					10000		_	-		_	$\vdash$				_	+	-	$\dashv$
Contract Lead Agency	_			-		-		-			10,10			-		_					-	+		-
Agency support to develop inquiry target list, web site and email campaign											1139											$\perp$		

	Launch Campaign (1)								
	Conduct Out of State Visitaitions by Business Development Specialits								
	Conduct Site Visits and provide analysis/requirement matching with clients								
Marketing Campaign (2)									
	Adjust inquiry target list, web site and email campaign								
	Launch Campaign (2)								
	Conduct Out of State Visitaitions by Business Development Specialits								
	Conduct Site Visits and provide analysis/requirement matching with clients								
					***************************************			 •	



**Economic Development** Plan

Carson City





NOA Northern Nevada
Development Authority

# Purpose: Carson City Economic Development Plan

- Goal: to create a one-stop resource for existing Carson City manufacturers for all issues attached to growth, expansion, and retention of their business.
- Objective 1: Support the creation of an economic development environment to foster positive and dynamic growth within targeted industries in Carson City.
- Objective 2: Identify challenges that face the existing businesses, create a solution based network that will assist and find solutions for retention and expansion.

## Time Line: Quarter 1 Year 1 September, October, November, 2014

- Draft and finalize visitation questionnaire
- Design a survey database per questionnaire
- Create an outreach website
- Market contact lists
- Create Carson City manufacturer's program folder/brochure
- Create a visitation plan

## Time Line: Quarters 2,3, and 4 Year 1 December 2014 through August 2015

- Begin initial round of visitations
- Analyze initial data
- Identify expansion needs of companies
- Identify target industry types for supply chain relocations and expansions
- Create "update kit" newsletter
- Begin marketing campaign one



### Timeline: Year 2

September 2015 through August 2016

- Continue initial visitations
- Begin Round 2 of visitations
- Conduct out of state visits for potential relocations
- Conduct Site visits
- Marketing Campaign 2

## Budget: Year 1

Carson City Ec	onom	ic Dev	elopr	nent	Plan	1												
Budget							YE	AR	1									TOTAL
	SEP	ОСТ	NOV	DEC	JAN		FEB	N	1AR	APR	M	AY	JI	JNE	J	ULY	AUG	
Survey Questionnaire	\$ 312	\$ 312																\$ 623
Survey Data Base		\$ 2,361																\$ 2,361
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Visitation Plan		\$ 1500																\$ 1,500
Scheduling Resource Costs			\$ 778	\$ 778	\$ 77	8 5	\$ 778	\$	778	\$ 778	\$	778	\$	778	\$	778	\$ 778	\$ 7,778
Visitations				\$1,991	\$ 1,99	1 5	1,991	\$	1,991	\$ 1,991	\$ :	1,991	\$	1,991	\$	1,991	\$ 1,991	\$ 17,916
Expansion Follow Up				\$ 728	\$ 72	8	728	\$	728	\$ 728	\$	728	\$	728	\$	728	\$ 728	\$ 6,552
Data Analysis															\$	497	\$ 497	\$ 994
Supply ChainTarget Development															\$	182		\$ 182
Marketing Campaign (1)															\$ :	13,000	\$ 3,107	\$ 16,107
Total	\$ 7,332	\$ 11,193	\$ 7,298	\$3,496	\$ 3,49	6 \$	3,496	\$	3,496	\$ 3,496	\$ 3	3,496	\$	3,496	\$ :	17,175	\$ 7,100	\$ 74,574

## Budget: Year 2

						YEAR	2						-	TOTAL
	SEP	ОСТ	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG		
Round Two "Update Kit"												\$2,475	\$	2,475
Scheduling Resource Costs	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778	\$ 778		\$	8,556
Visitations	\$ 1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991		\$	21,897
Expansion Follow Up	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728	\$ 728		\$	8,008
Marketing Campaign (1)	\$ 3,107	\$3,107	\$3,107										\$	9,320
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Total	\$ 6,603	\$6,603	\$6,603	\$3,496	\$16,496	\$6,603	\$6,603	\$6,603	\$6,603	\$3,496	\$3,496	\$2,425	\$	75,682
Total Program Cost:	\$150	,256												

# Retention and Expansion: The driver of Economic Development