

CITY of OAKLAND

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OFFICE OF THE CITY CLERK
OAKLAND

2004 MAY 13 PM 4:12

Agenda Report

TO: Office of the Agency Administrator
ATTN: Deborah Edgerly
FROM: Community and Economic Development Agency
DATE: May 25, 2004

SUBJECT: A RESOLUTION AUTHORIZING THE AGENCY ADMINISTRATOR TO NEGOTIATE AND EXECUTE A PROFESSIONAL SERVICES AGREEMENT FOR FY 2004-05 IN AN AMOUNT NOT TO EXCEED \$242,500 WITH THE OAKLAND COMMERCE CORPORATION FOR ONGOING BUSINESS RETENTION AND EXPANSION SERVICES TO BUSINESSES IN OAKLAND, OPERATION OF A TARGETED RETAIL RETENTION PROGRAM, AND OPERATION AND MANAGEMENT OF THE BUSINESS ALERT CRIME PREVENTION PROGRAM IN THE COLISEUM AREA, AND AUTHORIZING AN AMOUNT NOT TO EXCEED \$7,500 FOR CONTRACT COMPLIANCE MONITORING COSTS

EXECUTIVE SUMMARY

This report recommends approval of a resolution authorizing the Oakland Redevelopment Agency (Agency) Administrator to enter into a contract with the Oakland Commerce Corporation ("OCC") in an amount not to exceed \$242,500 for FY 2004-2005 for ongoing retention and expansion assistance to Oakland businesses, including continuation of the Business Alert crime prevention program in the Coliseum Redevelopment Area, and authorizing \$7,500 for Contract Compliance Services. The Agency's adopted FY 2003-2005 Budget includes funding for a two year \$485,000 contract with OCC. On July 15, 2003, the Agency approved a one year contract for FY 2003-2004 for \$242,500. The current request is the same level of funding for FY 2004-2005.

FISCAL IMPACT ANALYSIS

This contract will not exceed \$242,500 over the course of FY 2004-2005. This is the same level of funding that OCC received for the FY 2003-2004 contract.

Contract funding (\$242,500) will come from the Oakland Redevelopment Agency budget and is appropriated in the Coliseum and Central District projects. The following table provides the funding details for each fiscal year:

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Fund	Org	Project	Amount	Use
ORA 9450	88559	Coliseum S82600	48,562	Business Alert
ORA 9450	88559	Coliseum S82600	75,000	Business Retention
ORA 9510	88559	Central District S00800	97,000	Business Retention
ORA 9450	88559	Coliseum S82600	21,938	Retail Retention

An annual \$7,500 fee will be provided to Contract Compliance to monitor the contractor's compliance with applicable City contracting regulations and is not included in the \$242,500 annual contract amount. The fee will be funded as follows:

Fund	Org	Project	Amount
ORA 9510	88559	Central District S00800	3,000
ORA 9450	88559	Coliseum S82600	4,500

OCC will offer three distinct types of services under this contract: 1) citywide business retention and expansion assistance, 2) coordination of the Business Alert Neighborhood Watch and Enhanced Oakland Police Department Patrol program in the Coliseum Redevelopment Area, and 3) continuation of the recently developed program to assist targeted retail companies in Oakland, in consultation with CEDA Business Development Staff. A line item budget is attached to this report as Attachment I.

The retention and expansion of businesses based in Oakland, including the crime prevention efforts of the Business Alert program, is a core element of the City's Economic Development Strategy. OCC's efforts help to keep and grow employment opportunities and to maintain and increase revenues to the City through business, sales, property and payroll taxes. Business attraction as well, is supported by the ongoing commitment to the retention and growth of the City's business base.

BACKGROUND

The Oakland Commerce Corporation is a non-profit corporation that has contracted with the City of Oakland since 1989 to conduct outreach to Oakland businesses and provide technical assistance to those businesses, including help in accessing appropriate services from CEDA and other agencies of the City of Oakland.

Citywide business retention and expansion efforts include an annual written survey garnering results from 900 or more Oakland businesses, and direct, more in-depth assistance to 100 or more local firms. In recent years, OCC has administered the Business Alert crime prevention program in the Coliseum Development Area, which has organized Commercial Block Watch Groups now serving 200 companies.

In addition to its \$242,500 contract with the Agency, OCC has also secured over \$ 24,000 in outside funding during 2003-04. A major portion of this funding has allowed OCC to implement the Annual Business Survey and to develop the Oakland Commerce Corporation website. This website is in final BETA form and will be fully operational during the first quarter of FY 2004-2005.

KEY ISSUES AND IMPACTS

The City Council and Redevelopment Agency established as its second of fifteen key priorities the attraction, retention, and expansion of businesses in support of the long-range economic development plan. The City of Oakland's 2003-2005 Budget also highlights the mission of CEDA's Economic Development Division as "retaining, expanding and attracting businesses". In addition, one of the primary goals of the Redevelopment Division is to "work with developers, the business community, merchants and citizens of Oakland to redevelop and revitalize targeted areas of Oakland." OCC has been active in referring employers to the City's contracted workforce service provider, Ultimate Staffing Services, for their employment needs.

One of OCC's major goals is to survey 900 local businesses and assist these businesses as needed. Obtaining candid information from the business community by means of this annual OCC Business Retention Survey has yielded valuable information to CEDA since the survey was initiated in 1996. Highlights of the 2003 Annual Business Survey are attached as Attachment II. The key findings are:

- a. More than 76% of respondents felt Oakland had a positive business environment; up from 20% in 1996, but down slightly from 2002.
- b. Businesses across all industries reported less difficulty in recruiting employees with adequate skills.

OCC's second major yearly goal is to provide retention and expansion technical assistance to at least 100 local businesses. During the first nine months of the 2003/2004 contract period, OCC has provided assistance to 99 local businesses (99% of the goal). These companies employ 5,339 people in Oakland. Only 2 of the businesses that received assistance did not remain in Oakland for a retention rate of 98%. These 2 businesses employed 56 people in Oakland.

Based on OCC's proven expertise in addressing the Council and Redevelopment Agency's objectives listed above, the Redevelopment Agency included an appropriation of \$485,000 in the 2003-2005 Budget to fund a new two-year contract for business retention and expansion services. The Agency then approved a one year contract with the condition that OCC provide an annual report in order to be considered for additional funding. This report is attached as Attachment III.

CEDA's Economic Development Strategy calls for continued, strong efforts in business retention. Under a new program initiated in FY 2003-2004, OCC is in the process of interviewing Oakland's top sales tax producers and largest employers as well as companies within target retail sub-categories. OCC has been working with CEDA Business Development staff to provide assistance to resolve issues, utilizing City staff and other agencies. The

contractor also provides these companies with information on all available local, state and federal incentives to assist in their retention and expansion.

OCC's one year goal was to provide immediate assistance (one-on-one assistance and through industry groups) to:

- a. The 50 top grossing and top employing retailers
- b. The 5 retailers with the most growth and the 5 retailers with the most decline in sales
- c. Key retailers within major sub-sectors in order to strengthen those sub-sectors.

This activity is in addition to the business retention and expansion assistance that is provided to over 100, mostly industrial and service businesses through the general business retention program.

During the first three quarters of the current contract period, OCC has contacted, and is working with 56 of the top grossing and top employing retailers. These retailers have over 4,000 Oakland based employees.

OCC will also provide long term support by addressing issues most critical to the growth and success of retailers in Oakland. Issues include: 1) security and safety, 2) parking, 3) finding qualified workers, 4) lack of an effective retail mix in the neighborhood commercial areas, and 5) marketing, advertising and promotion.

The Oakland Commerce Corporation's FY 2003-2004 contract with the Agency identified 11 services to be performed by OCC during this one year contract. These performance measures and OCC's actual performance during FY 2003-2004, are attached as Attachment IV. The proposed performance measures for FY 2004-2005 have not been changed from the FY 2003-2004 performance measures.

SUSTAINABLE OPPORTUNITIES

Economic

OCC will provide assistance to local businesses in order to retain and create jobs with an emphasis on jobs that can be filled by low and moderate income Oakland residents. OCC's work also increases the local tax base helps to provide needed goods and services to Oakland residents.

Environmental

OCC's scope of work calls for its staff to assist "companies to access city and other services and support in order to retain and grow their businesses in Oakland". More specifically, the same scope of work calls for the contractor to work with the City's Brownfields Coordinator and the coordinator of the Oakland/Berkeley Recycling Market Development Zone to "evaluate, and develop where possible, projects/programs to support their respective missions."

OCC has actively cooperated with the City's Sustainability Coordinator's targeting and implementation of an EPA ClimateWise grant during the previous fiscal year that was aimed at reducing greenhouse gas emissions in the business community, including efforts to conserve energy and reduce solid waste generation. Based on OCC's high level of access to businesses in the field and wide ranging contacts via industrial associations and other means, there is an opportunity for OCC personnel to identify productive links to the Brownfields or RMDZ programs, or to energy, water, or waste efficiency programs at a city or other level.

Social Equity

Many of OCC's business clients serve low income areas and provide jobs to low and moderate income Oakland residents. OCC also works closely with the Workforce Investment Board to match new jobs with eligible low income residents.

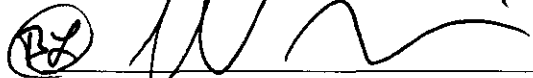
DISABILITY AND SENIOR CITIZEN ACCESS

This report and resolution only recommend approval of a contract for professional services, and do not raise any issues directly impacting disability and senior citizen access. However, to the extent that OCC interacts with businesses that are seeking to comply with the Americans with Disabilities Act or other pertinent state or local regulations, there may be some relevance to OCC's performance of contracted services.

RECOMMENDATION

Staff recommends approval of the proposed resolution authorizing the Agency Administrator to negotiate and execute a professional services agreement with the Oakland Commerce Corporation in an amount not to exceed \$242,500 for ongoing business retention and expansion services, and authorizing \$7,500 for Contract Compliance services.


Respectfully Submitted,



Daniel Vanderpriem, Director of Economic
Development and Redevelopment

Prepared by:
Mark Beratta, Urban Economic Coordinator
Business Development Unit

APPROVED AND FORWARDED TO THE
COMMUNITY AND ECONOMIC
DEVELOPMENT COMMITTEE

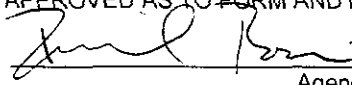

Office of the Agency Administrator

Item No. 6
CED Committee
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APPROVED AS TO FORM AND LEGALITY:


Agency Counsel

REDEVELOPMENT AGENCY OF THE CITY OF OAKLAND

RESOLUTION No. _____ C. M. S.

RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES AGREEMENT IN AN AMOUNT NOT TO EXCEED \$242,500 WITH THE OAKLAND COMMERCE CORPORATION FOR ONGOING BUSINESS RETENTION AND EXPANSION SERVICES, OPERATION OF A TARGETED RETAIL BUSINESS RETENTION PROGRAM, OPERATION AND MANAGEMENT OF THE BUSINESS ALERT CRIME PREVENTION PROGRAM IN THE COLISEUM AREA, AND AUTHORIZING AN AMOUNT NOT TO EXCEED \$7,500 FOR CONTRACT COMPLIANCE MONITORING COSTS

WHEREAS, the Redevelopment Agency has identified the attraction, retention, and expansion of businesses in support of the City's long range economic development plan as one of its key goals; and

WHEREAS, business retention and expansion programs and business alert crime prevention programs serve redevelopment purposes by preventing and eliminating blight caused by the lack of business investment in a project area; and

WHEREAS, the City of Oakland's 2003-2005 budget cites the mission of the Community and Economic Development Agency's Economic Development Division as retaining, expanding, and attracting businesses; and

WHEREAS, the City's Economic Development Strategy prescribes a Business C.A.R.E.S. model to deliver business Creation, Attraction, Retention and Expansion services; and

WHEREAS, the 2003-2005 budget further states that the Redevelopment Agency works with developers, the business community, merchants and the citizens of Oakland to redevelop and revitalize targeted areas of Oakland; and

WHEREAS, the Oakland Commerce Corporation has contracted with the City of Oakland and/or the Redevelopment Agency since 1989 and possesses the experience, reputation and knowledge to provide professional retention and expansion assistance to Oakland businesses; and

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DEVELOPMENT CMTE**

MAY 25 2004

WHEREAS, the Redevelopment Agency appropriated \$500,000 in the 2003-2005 budget at its June 30, 2003 meeting for a professional services contract with the Oakland Commerce Corporation to provide ongoing business retention and expansion assistance to local businesses operation of a targeted retail marketing program, and operation and management of the Business Alert Crime Prevention Program in the Coliseum redevelopment project area; and

WHEREAS, the business retention and expansion assistance provided by the Oakland Commerce Corporation, including the targeted retail marketing program, primarily benefits the Central District redevelopment project area because most of the businesses served by these programs are located in or serve the Central District; and

WHEREAS, the Agency finds that this contract is of a professional nature, and that retaining a third party provider may elicit a greater response from the private sector than if such effort were undertaken by City staff; and

WHEREAS, the Agency finds that this contract will not result in a loss of employment or salary by any person having a permanent status in the competitive service; now therefore be it

RESOLVED: That the Agency Administrator or his or her designee is hereby authorized to negotiate and execute a contract with the Oakland Commerce Corporation in an amount not to exceed \$242,500 for FY 2004-2005, to provide ongoing business retention and expansion assistance to local businesses, operation of a targeted retail retention program, and operation and management of the Business Alert Crime Prevention Program in the Coliseum redevelopment project area, and that an additional \$7,500 shall be utilized for Contract Compliance services related to this contract; and be it further

RESOLVED: That the funding for this contract shall from the following sources: \$145,500 from the Coliseum Project (Fund 9450, Project S82600) and \$97,000 from the Central District Project (Fund 9510, Project S00800) and that funding for contract compliance monitoring shall also come from these two sources; and be it

RESOLVED: That all agreements executed pursuant to this Resolution shall be approved as to form and legality by Agency Counsel prior to its execution, and copies of executed agreements shall be on file with the Agency Secretary; and be it further

RESOLVED: That the Redevelopment Agency hereby appoints the Agency Administrator or his or her designee to act as an agent of the Agency to conduct all negotiations, execute and submit all documents including but not limited to applications, agreements, amendments, modifications and related actions which may be necessary to carry out the contract hereby approved; and be it further

RESOLVED: That the contract will require that the Oakland Commerce Corporation provide staff and the members of the City Council with an Annual Report, and that this be done before the expiration of the FY 2004-2005 contract or before the consideration of any additional contract, and that this report will include the following: name and number of businesses contacted, number of jobs attracted or retained as a result of OCC contact, sales increases, and/or the expansion of facilities and a discussion of the methodology of the business survey.

IN AGENCY, OAKLAND, CALIFORNIA, _____, 2004

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, WAN, AND CHAIRPERSON DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST: _____

CEDA FLOYD
Secretary of the Redevelopment Agency
of the City of Oakland, California


**COMMUNITY & ECONOMIC
DEVELOPMENT CMTE**

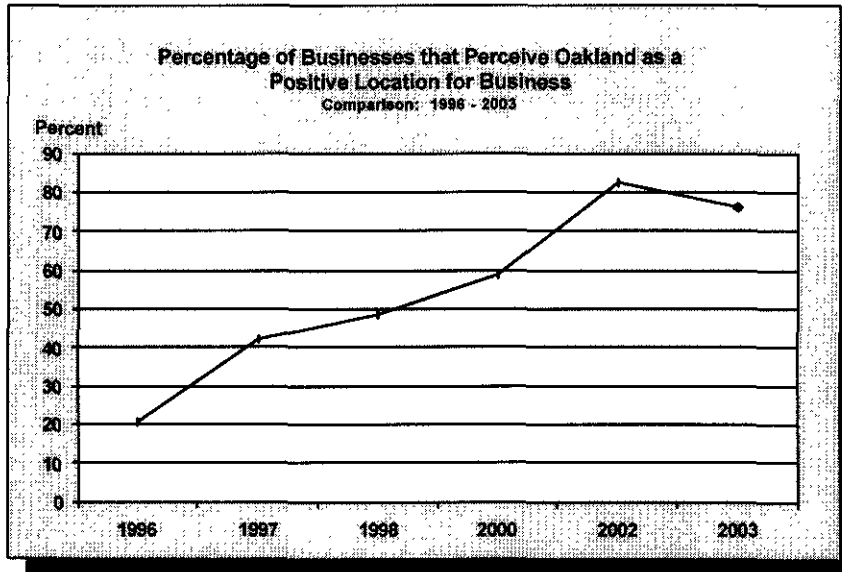
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ATTACHMENT I**OAKLAND COMMERCE CORPORATION**
2004-2005 Proposed Budget

1. Salary - Director	\$	77,280.00
2. Salary - Econ. Dev. Specialist	\$	55,000.00
3. Administrative Mgmt. Services	\$	25,000.00
4. Payroll Taxes	\$	14,550.00
5. Health & Trans.	\$	22,800.00
6. Accounting	\$	5,160.00
7. Legal	\$	-
8. Rent	\$	17,687.00
9. Communications	\$	5,340.00
10. Postage	\$	5,600.00
11. Copier Rental	\$	4,920.00
12. Office Equip. & Supplies	\$	2,463.00
13. Miscellaneous	\$	-
14. Project Costs	\$	-
15. Insurance	\$	6,700.00
16. Contingency	\$	-
17. Cash Advance	\$	-
18. Bank Charges	\$	-
	\$	242,500.00

Oakland Commerce Corporation

- 2003 Business Survey -
Results from 819 Responding Oakland Companies



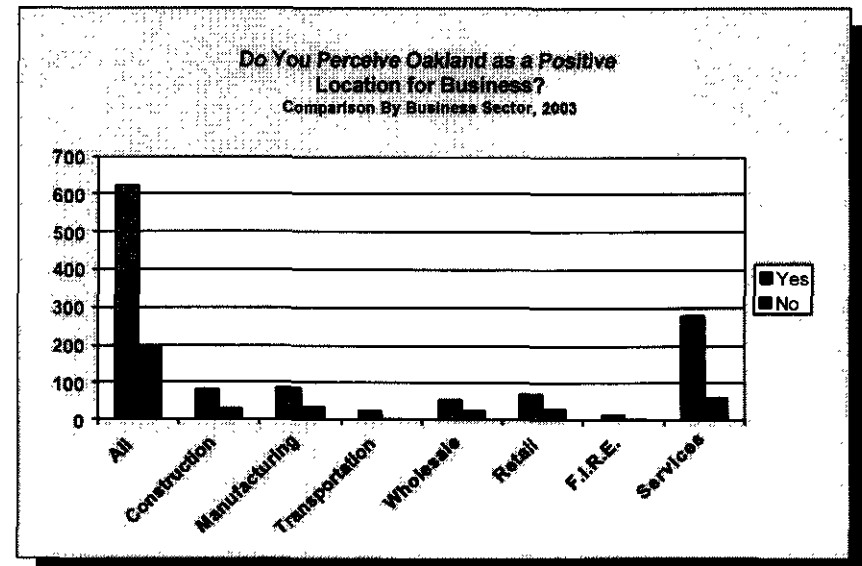
Three Quarters of Responding Companies Perceive Oakland as a Positive Environment in which to Conduct Business



Oakland Outlook

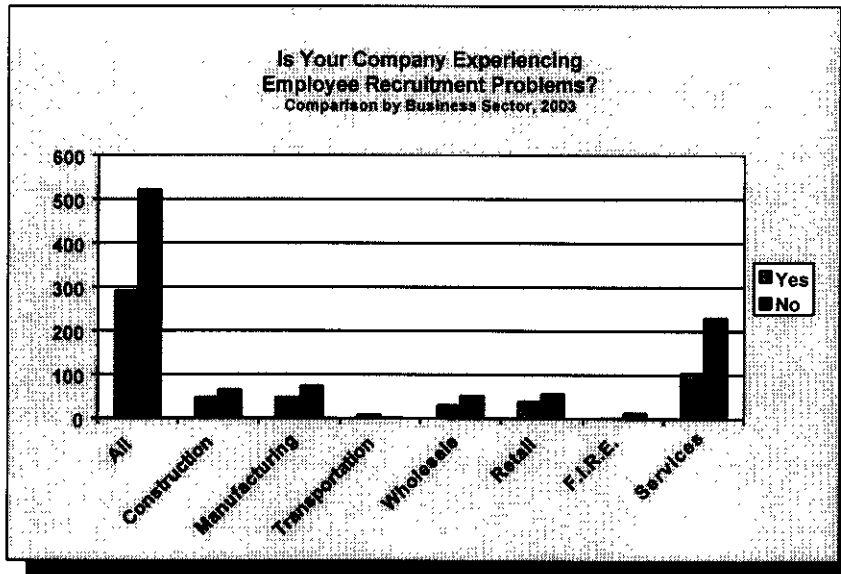
The perception of Oakland as a positive place to do business fell from 82% in 2002 to 76% in 2003, ending a steady upward trend the city has enjoyed since 1996. However, there has been a dramatic improvement since 1996, when 20% of surveyed businesses perceived Oakland as a positive place to do business.

Still, companies planning to relocate to another city rose only slightly in 2003. Safety and security issues continue to be a concern, as does recruiting qualified employees.

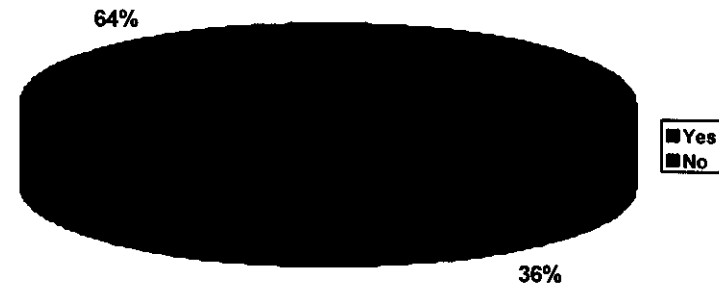


Oakland Commerce Corporation

- 2003 Business Survey -
Results, cont'd



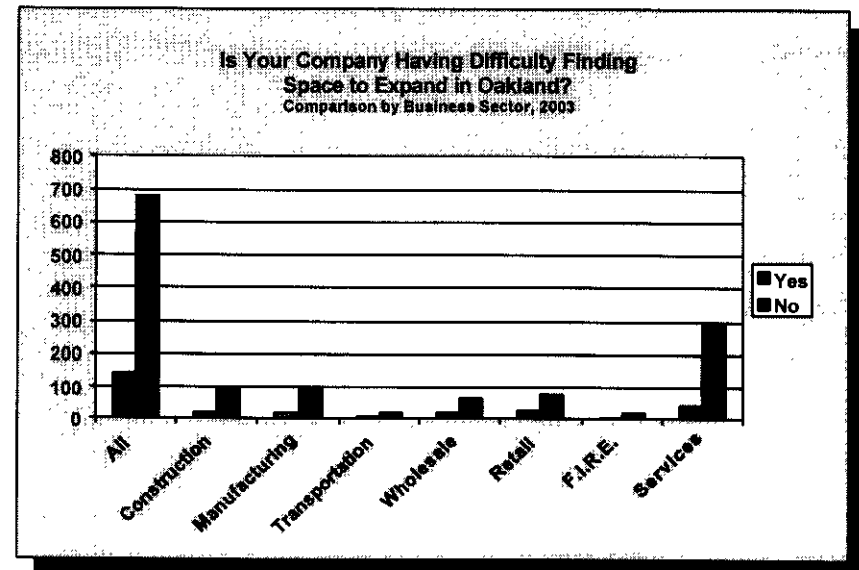
One Third of Responding Companies Report Employee Recruitment Challenges -- This Represents a Decrease from 2002



Oakland business managers experienced difficulties in hiring qualified employees in 2003. Reporting recruitment problems were:

- 39% of responding manufacturers,
- 40% of responding wholesalers,
- 41% of responding retailers, and
- 43% of respondents in the construction trades.

Locating suitable space to grow was a concern to 17% of respondents, including 26% of retailers and 23% of wholesalers.

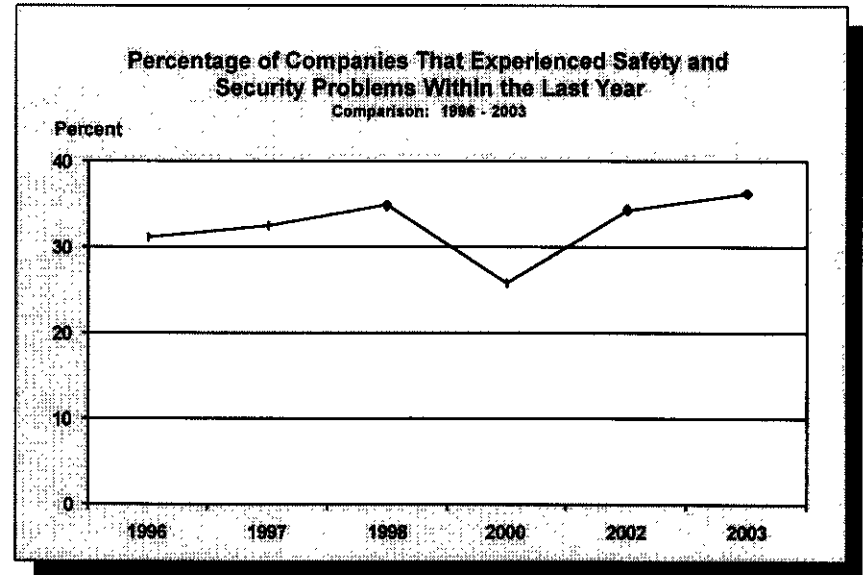


Oakland Commerce Corporation

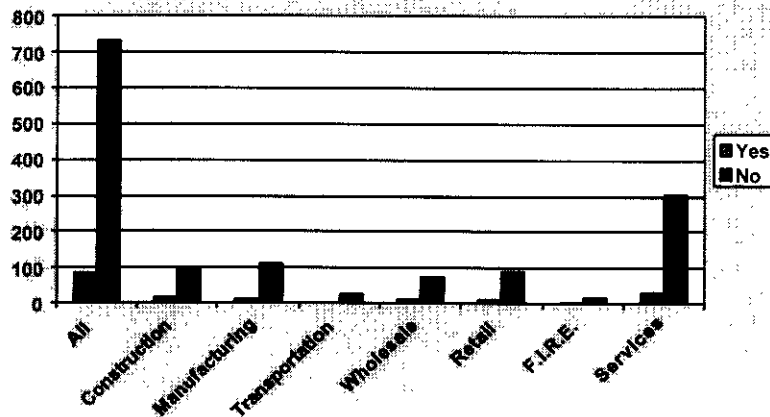
- 2003 Business Survey -

Results, cont'd

Over One Third of Responding Companies Experienced Safety and Security Problems Within the Last Year, as Compared to 34% in 2002



Is Your Company Planning to Relocate from Oakland?
Comparison by Business Sector, 2003

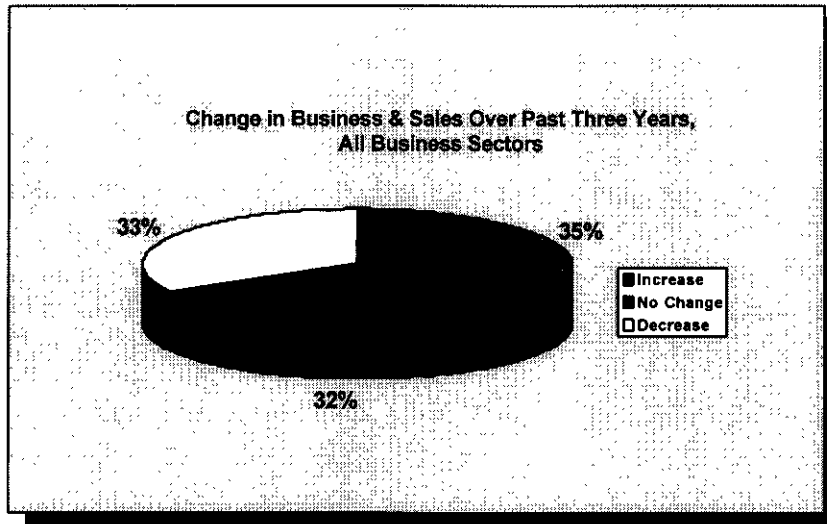


Companies Planning to Relocate to Another City Rose Only Slightly in 2003, from 10% to 11%



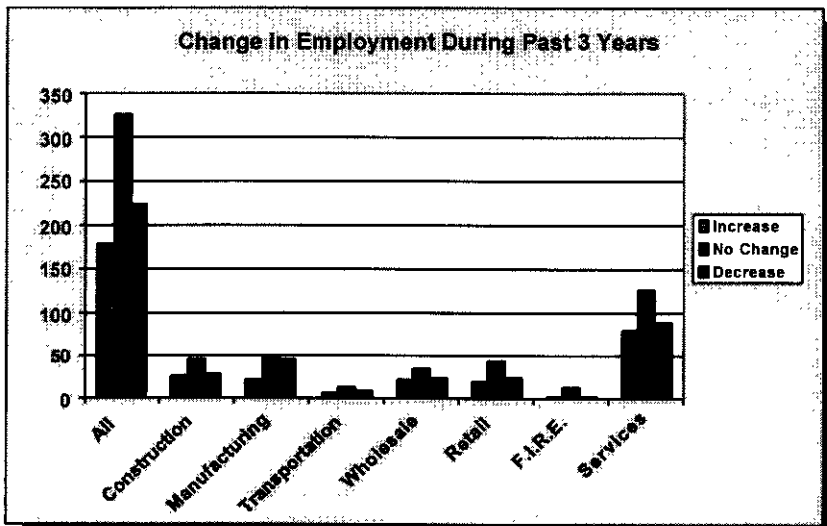
Oakland Commerce Corporation

- 2003 Business Survey -
Results, cont'd



Oakland businesses are not immune to the slowing national economy.

Companies reporting an increase in sales during the past three years fell from 45% in 2002 to 35% in 2003, with a third of businesses holding steady with no change in sales and one third reporting a decrease.



45% of responding businesses report no change in employment during the past three years, with 24% reporting an increase and 31% reporting an overall decrease.

40% of responding Oakland manufacturers report a decrease in employment during the past three years.

ATTACHMENT III

Oakland Commerce Corporation

2003-2004 Supplemental Annual Report

(Supplement to Contract Renewal Staff Report
And Supporting Attachments)

This report is designed to provide certain information to city staff and members of the City Council as outlined in the attached Supplemental Staff Report dated July 15, 2003. Additional, detailed information setting forth the contractor's performance measures, work performed and outcomes to date is set forth in Attachment IV.

As set forth in the Supplemental Report, the following information is requested:

1. Name and number of businesses contacted.

There are three categories or types of work performed by OCC in support of the retention and growth of Oakland businesses and jobs.

First, as of the end of the 3rd quarter of 2003-2004, OCC worked directly with ninety-nine businesses, with a special focus on retail retention and growth. To maintain the confidentiality of the work done, rather than naming each business, the following describes the different types of business served: car repair and auto body, food processing, metal fabrication and assembly, metal machining, container maintenance and repair, food service, furniture retail, construction-related contractors, truck body assembly and sales, car and truck sales and service, construction materials and supplies sales and distribution, recycling, vehicle accessories, warehouse management, warehouse and distribution, transportation, supermarkets, drug/variety, real estate development, light manufacturing.

Second, OCC works in partnership with CEDA to serve two business clusters, food processing and goods movement/transportation, addressing the collective interests of over 40 companies. Insurance, regulations, utility costs, zoning, land availability, regional impacts, employment, and incentives are issues of focus for these businesses.

Third, OCC is working with CEDA planning staff, the Planning Commission's Zoning Update Committee and the business representatives of the Industry Labor Alliance of Oakland and the West Oakland Commerce Association to develop and complete the business elements of zoning update process. The work focuses principally on the following zoning categories: General Industrial (IG), Industry Business Mix (IBX), Commercial Industrial Mix (CIX) which is specific to West Oakland, and Housing Business Mix (HBX 1 & 2).

The zoning work performed to date has included the development of the basic definitions of business types and use; refinement of the zoning types; for each business type, determination of permitted, conditional and prohibited uses within zones; and for each permitted or conditional use, specifying certain limitations of use (e.g., distance from residential zones, performance standards, vehicular traffic, hours of operation); reviewing mapping of zoning categories; and working with specific companies to resolve conflicts resulting from the impending zoning changes.

2. The type of assistance offered to each business.

Assistance provided and issues addressed included physical expansion, business growth, relocation, retention, safety and security, marketing, employment, parking, zoning, permitting, financing, regulatory, trade, blight, infrastructure.

3. The number of jobs attracted or retained as a result of OCC contact.

The companies OCC has worked with employ in excess of 5,300 people. In over 80% of the cases, the assistance provided serves a business that does not immediately intend to relocate (whether in Oakland or elsewhere). Of the remaining 20%, most companies are seeking to improve or expand at their current location, with six companies, employing 500 +/- people, seeking new locations.

Citing one example of current work, a 65 year old food processing company needs to expand significantly, but cannot do so at its current site in East Oakland. OCC has worked with this company for a number of years on issues such as safety and security, traffic and employment. As a result of this work, the company owner has asked OCC for help to identify suitable locations elsewhere in Oakland, either utilizing existing facilities or finding suitable vacant land. With the company having completed facilities engineering studies to specify its acreage

and facilities needs, OCC facilitated an introductory meeting with the company owner and CEDA staff to outline the company's needs and to secure information about specific City assistance that could be available to this company. OCC introduced the owner to brokers specializing in industrial/commercial property and works with the selected broker as the search develops to address availability, cost, location, size, zoning and other issues that may affect the search. Staff reviewed and will work with the company owner to coordinate and secure, if appropriate, non-conventional financing such as the State's Industrial Development Bond Program, administered by the County. Once a suitable site is secured, staff will work with the owner and all related development professionals to fast-track the planning, permitting and construction (or renovating) processes to ensure timely completion of the project. Finally, if assistance is needed, coordinate additional hiring with the company and Workforce Investment Board staff.

4. A tracking of the performance of each business contacted in the area of jobs, sales, and/or the expansion of facilities.

Most companies assisted are small to medium size and private, whether sole proprietorships, partnerships or limited liability corporations. As a result, with few exceptions, financial information is not available. Breaking down companies by employment category is as follows: Over 250 – 1; 100-250 – 13; 50-100 – 25; 10-50 – 37; 1-10 – 22. General experience tells us that companies looking to expand are seeking to grow by from 25-50% or more to justify their investment, with employment growth varying significantly based on the type of business. Retail sales tax information is tracked by CEDA staff.

5. A discussion of the methodology of the business survey.

First and foremost, the survey is voluntary in nature, based on the willingness of companies to respond to the survey which is mailed to over 2,600 businesses. The response rate is 35% +/- each year. The database has been refined and revised over its 14 year life, using both "mail returned" information, several proprietary sources and the City's business license tax database.

Data is drawn from the industrial and flatland zip codes, and companies with at least 3 employees. Business databases, by their nature are subject to the constant changes in business activity, and

therefore between 10% and 20% of survey forms are returned each year. Database updates are secured prior to each new survey, with the existing database "cleaned up" to reflect returned forms and new information.

OCC has established a website, with the survey as an integral part of the site. This will serve as a supplement, not a replacement for the existing mailed-survey process. During the coming fiscal year, OCC will begin developing a business assistance tracking system, incorporating both survey and assistance information.

ATTACHMENT IV.

**OAKLAND COMMERCE CORPORATION
PERFORMANCE MEASURES
Proposed/Actual FY 2003-2004; Proposed FY 2004-2005**

1. **Performance Measure for 2003-2004-** Implement and refine business retention activity citywide, optimizing service levels within the scope of available resources.

Actual Performance for 2003/04- OCC has continued to extend its services to local businesses by working with business associations, and has organized companies with similar problems and issues. Primary issues have been assisting companies to grow/expand/relocate, energy, zoning/land use conflicts and parking. Work will continue in the areas of cost of doing business (Oakland, Bay Area, and California), zoning/land use, land availability, business area infrastructure improvements, parking, safety and security, blight. Target Industry Sector work will focus on: 1) Food Processing; 2) Goods Movement/Transportation; 3) Major Retailing.

Performance Measure for 2004/05- unchanged

2. **Performance Measure for 2003/04-** Conduct business retention activities in a manner that provides prompt and effective response to requests for assistance from individual firms, as well as referrals from the city. Requests for assistance may come from a variety of sources, including the results of the Annual Business Survey. The Annual Business Survey should yield a minimum of 900 responses.

Actual Performance for 2003/04- 819 survey responses were received and processed during the first three quarters of the contract period. During this period over 50 Business Partner volunteers participated in the visit/interview process. Contractor will continue to process survey responses and will utilize the new website to allow local companies to respond via the internet.

Performance Measure for 2004/05- The Annual Business Survey will include a minimum of 900 responses, with further refinements in database accuracy.

3. **Performance Measure for 2003/04-** The contractor shall provide at least 100 businesses, service and assistance that the business considers valuable or important. Coordinate the Business Partners Program composed of volunteers from business and government to visit and interview firms at risk of leaving or closing, or in need of assistance to remain and grow in Oakland.

Actual Performance for 2003/04- During the first three quarters of FY 2003-2004, OCC provided assistance to 99 businesses (99% of the goal). These companies employ 5,339 people in Oakland. Only two businesses (with a total of 56 employees) that received assistance did not remain in Oakland for a retention rate of 98%.

Performance Measure for 2004/05- unchanged

4. **Performance Measure for 2003/04-** Continue to serve as staff to the Coliseum Commerce Center Advisory Committee and to the Coliseum Area Redevelopment Advisory Committee.

Actual Performance for 2003/04- OCC assists with 15 meetings of these committees per year and participates in the ongoing implementation strategy for the Coliseum Redevelopment Plan as it relates to business and job retention and growth.

Performance Measure for 2004/05- unchanged

5. **Performance Measure for 2003/04-** Work in partnership with other organizations within the City that are engaged in business retention and support activities including but not limited to: the Coliseum Commerce Center Advisory Committee, the West Oakland Commerce Association (WOCA), the Industry and Labor Alliance of Oakland (ILAO), the Greater Oakland Chamber of Commerce, the Airport Area Business Association, the Emergency Management Board, the ABAG Earthquakes Hazards Committee, the Economic Development Alliance for Business, neighborhood business associations, and the Merchants' Leadership Forum.

Actual Performance for 2003/04- OCC participates in works through these organizations leveraging its time and expertise to address issues affecting thousands of local companies ranging from business support and development, zoning and land use, goods movement and transportation issues and policies, safety and security, customer issues (e.g., parking), business-focused emergency preparedness and business resumption planning. Examples of key outcomes from the work on these issues: extensive, detailed work on the zoning update process to develop zoning text and mapping seeking to protect commercial/industrial land to preserve business and jobs; security and safety initiatives designed to serve the commercial/industrial areas of the city; the development of parking plans to address the demands and conflicts in transitional mixed commercial/industrial/retail/new residential areas.

Performance Measure for 2004/05- In addition to the performance measures for 2003-2004; contractor will work with the East Bay Asian Local Development Corporation to develop a neighborhood based employer Individual Development Accounts (IDA) Program. Under this program, employers are familiarized with

the asset development strategies they can implement for their employees, not all of which require the depth of fiscal commitment represented by an IDA. EBALDC and its partners, including OCC will develop a target list of potential business participants, develop a unified presentation and outreach materials on the approach and engagement of employers. Examples of outcomes include: Employers ability to access financial incentives linked to hiring from EZ/ECC neighborhoods, employers helping their employees stabilize their financial situation, and improved retention and employee loyalty.

6. **Performance Measure for 2003/04**OCC will manage the Business Alert Program and will continue to manage, with OPD, the administration of at least 10 meetings per year with the Coliseum Area Neighborhood Crime Prevention Council (NCPC) as well attend 6- City Council District 6 NCPC Leadership Committee meetings.

Actual Performance for 2003/2004- OCC managed the Business Alert Program and conducted all of the meeting identified in the performance measure above.

Performance Measure for 2004-2005- unchanged

7. **Performance Measure for 2003/04-** Substantiate, on a monthly basis, the Contractor's fee by providing the Agency with a detailed report of its retention services. This account shall include a narrative report which details all of OCC's retention activities including the number of businesses assisted, the type of assistance provided, and status/results of OCC's efforts.

Actual Performance for 2003/04- OCC provided detailed monthly reports during the contract period. Monthly reports also include a financial report prepared by an outside Certified Public Accountant.

Performance Measure for 2004/05- unchanged

8. **Performance Measure for 2003/04-** The Contractor will continue to develop its funding base through the development of strategic alliances and other sources to support the business services it offers to the community. Sources to date include companies assisted, board members and financial institutions. The Annual Business Survey has been made possible through a grant from a major financial institution.

Actual Performance for 2003/04- During this fiscal year OCC has been successful in raising over \$24,500 from the above-referenced sources, with the primary income received from financial institutions. These funds have been used primarily to fund the Annual Business Survey and to develop the OCC website. Because the organization's primary work is with small and medium-sized

enterprises, the contributions, ranging each year from 15 to 25 companies, are in amounts from several hundred dollars to the thousand-dollar range.

Performance Measure for 2004/05- Unchanged

9. **Performance Measure for 2003-04-** The Contractor will work with the Oakland/Berkeley Recycling Zone Manager, the Brownfields Coordinator and the Bay Area World Trade Center to evaluate and develop, where possible, projects/programs to support their respective missions. Special focus will be put on developing a partnership between the City's Target Industry Sectors and appropriate service providers.

Actual Performance for 2003/04- Work with the Recycling Zone Manager is focused on how the zoning changes proposed in the update process will affect recycling companies. Work in the Brownfields area is focused on offering program assistance to companies considering the purchase of old industrial land. Work with the Trade Center is focused on identifying a company's import/export interests/needs as the organization addresses other business issues and in working to develop import/export opportunities.

Performance Measure for 2004/05- unchanged

10. **Performance Measure for 2003/04-** The contractor will develop and operate the Retail Retention Program and will provide direct assistance to (a) the 50 top grossing and top employing retailers (b) the 5 retailers with the most growth and the 5 retailers with the most decline in sales and (c) key retailers within major sub-sectors in order to strengthen those sub-sectors.

Actual Performance for 2003-04- The contractor worked with Business Development Division staff to design a program to assist these retailers. During the first 9 months of this contract, 56 major local retailers have been assisted. These retailers employ over 4,000 people in Oakland.

Performance Measure for 2004-05- unchanged

11. **Performance Measure for 2003/04-** The Contractor will communicate with the business community and the community-at-large, utilizing private sector funding as available, by means of a twice-yearly newsletter, a monthly Business Alert e-newsletter and a website to be developed in the coming year.

Actual Performance for 2003-04- The newsletter has been developed and the first two issues were distributed. The Business Alert e-newsletter has been implemented and the website will be fully operational during 2004-05.

Performance Measure for 2004-05- unchanged

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