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ECONOMIC DEVELOPMENT POLICY IMPLEMENTATION PLAN

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ECONOMIC DEVELOPMENT POLICY

IMPLEMENTATION PLAN

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COUNTY OF SAN DIEGO

ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Contents

Subject	Page
Executive Summary	I-IV
Economic Development Implementation Plan	1-21
Recommendations	22-24
Economic Annex (Sample)	Attachment

STATUS REPORT

SAN DIEGO COUNTY
ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

EXECUTIVE SUMMARY

BACKGROUND

On November 6, 1990 the Board of Supervisors directed County staff to prepare an implementation plan for the County's Economic Development Policy (Board Policy A-71).

Concept

The San Diego County Economic Development Implementation Plan (hereafter referred to as the "**Plan**") is intended to be a seminal document for San Diego County. It is the vehicle through which organizational structure and focus can be given to policy implementation for County staff and departments. The **Plan** will provide the tools to be used by the Board of Supervisors and the Chief Administrative Officer to effectively translate policy into action to meet the established goals of the County and the economic needs of our communities.

The **Plan** envisions the County of San Diego as a **regional** focus for economic development in the greater San Diego area and the chief architect for current economic policy and for economic planning well into the 21st century. The **Plan's** intent is to: (a) strengthen the regional economic base by encouraging orderly economic growth consistent with our unique quality of life, (b) provide support for the development of sub-regional economies and their integration into the regional economic strategy, (c) provide for the strengthening of the County's infrastructure to support and attract desired economic activities, and (d) create internal mechanisms to enable County staff to focus on economic development as routine business of County government.

Structure

The **Plan** as currently drafted consists of a general philosophy on the role of County government in regional economic development, recommendations for implementing a comprehensive plan, and a standardized method for efficiently collecting data on all relevant County functions and issues from which the Chief Administrative Officer and the Board of Supervisors can make well-informed decisions.

KEY POINTS

Board of Supervisors

An important element of this **Plan** is the role of the Board of Supervisors. To focus attention on the importance of economic development, the CAO will recommend that the Board conduct at least two meetings annually that exclusively address economic issues. Although the Board can take action on any issue at any time, by setting specific meetings to address economic policy and issues, greater attention will be focused on the leadership role of the County in economic development, the value it places on a healthy balanced regional economy and sub-regional economic development.

During these meetings the Board can announce its annual economic policy, give guidance to the CAO and make amendments to its immediate and long range economic goals.

Economic Advisory

Whenever the Board determines a particular activity is either advantageous or detrimental to the economic health of the region, it can issue an "Economic Advisory" to highlight the significance of the issue and to apply political and community leverage to compel action.

Annexes

A key element of the **Plan** is the annexes (see attachment) which display specific subject data in a standardized format. These annexes are intended to be used as the basis for presenting economic data on any specific subject of interest to the Chief Administrative Officer and the Board of Supervisors. The agency which has oversight will be required to maintain the currency of data, e.g. the Agriculture Commissioner will be responsible for the agriculture annex, etc.

Manager, Economic Policy, Administration and Coordination

To coordinate and oversee the economic development function, the Chief Administrative Officer will designate one of his executives to serve as the Manager, Economic Policy, Administration and Coordination. This individual will report to the CAO through a designated Deputy CAO. Under the CAO, the Manager will serve as the County's focus for the administration of economic policy.

It is not the intent to create a growing bureaucracy to "manage" economic development. These efforts will be handled with existing staff from the CAO's Office. The administrative and coordination functions will be small - and they will be kept small. The Office will work in conjunction with economic development functions in other County departments such as

Planning and Land Use, Public Works, Transborder Affairs, and will also coordinate the County's external function with other local, State and Federal agencies involved in economic development.

Economic Advisor(s)

The **Plan** includes a recommendation to establish the volunteer position of Economic Advisor(s). This person(s) would be a San Diego County resident who is a recognized economist who would give objective economic advice to the Board of Supervisors and Chief Administrative Officer.

Economic Advisory Statement

A recommendation is being drafted to use, where applicable, an Economic Advisory Statement to provide an objective analysis of the impact a proposed County action may have on the economic health of the region or sub-region.

Science Advisory Board

Given the industrial base in San Diego County and the rapidly changing face of sophisticated technologies, it is difficult to assess the economic worth of specific technologies, their economic impact on the region and the need for Board of Supervisors' support. San Diego, in many ways, still remains the "Scientific Capital of the Southwest."

To provide sound advice on technological matters to the Board and the Chief Administrative Officer, a volunteer Science Advisory Board would be established. These Advisors could be faculty from local universities, scientists from the private sector, or the retired community.

The Manager, Economic Policy, Administration and Coordination, would provide the administrative support to the Economic Advisor and Science Advisory Board.

Sub-Regional Economic Development

To foster desired economic growth in our communities or economic sub-regional areas, it is best to work with those who are closest to their communities.

The County, as the only regional government, will serve as coordinator to assist in the development of sub-regional economies and to more effectively integrate their development plans into a more coherent regional plan.

By working closely with regional economic development corporations and cities, the County can help to build consensus and credibility in its desire to develop and maintain regional economic health.

Senior Administrators Working Group

A core group composed of the Assistant CAO, Deputy CAOs and others as designated by the CAO will review the County's efforts to meet stated economic goals and to make economic development the routine business of County government.

OTHER ISSUES

Improved management of economic development issues will provide a multiplier effect for cost containment in major sectors of County government. Efforts such as better trade advocacy in Washington and Sacramento, a closer affiliation with local universities for research and special studies, balancing growth management and economic development, strengthening policies and procedures pertaining to economic development, and other efficiencies are among these improvements.

SUMMARY

This **Plan** reviews the external and internal factors affecting the economic health of the region. The plan will be a blueprint for action and the foundation on which to build for the future.

Economic development should not stop at any political boundary. The County is the only local government which can cut across incorporated and unincorporated lines to help foster a common denominator of our quality of life - economic health.

1/ 8/92 (Wed)

BACKGROUND

In accordance with Board of Supervisors' action (November 11, 1990, #41) this plan will provide the means to implement the Economic Development Policy (Policy A-71). This plan will give discipline to the process of economic policy planning for County staff and serve as a tool for the Chief Administrative Officer and Board of Supervisors in developing and implementing sound economic policy.

INTRODUCTION

The purpose of the Economic Development Implementation Plan for the County of San Diego is to give the only elected regional government representing all of the citizens and businesses in the County of San Diego the means to effectively translate policy into action to obtain desired results to foster a healthy regional economy.

This plan is a disciplined framework by which organizational elements in County government can take policy adopted by the Board of Supervisors and incorporate it into the daily operations of government in concert with the adopted budget and the established goals of the County and the needs of the communities served.

It also conditions County management and staff to think of economic development and methods to improve the economic health of the County as part of the ongoing daily business of County government. Thus, County managers are encouraged to recommend programs and policies to the Board of Supervisors which enhance the vitality of our regional economy.

Sound administration and coordination of economic policy will contribute to a healthy economy, strengthen the tax base which provides for the maintenance of quality public service, reinforce the public's faith in its local government and foster a more self reliant citizenry. This plan covers numerous elements, from agriculture to weather, and the effect each has on our economy.

Because economics does not stop at any incorporated boundary, a function of County government is to act as an oversight prism, collecting the needs and energies of all the disparate functions and interests in the County and focusing them toward a common goal - regional economic health.

FORMAT OF ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

The implementation plan is divided into three sections: First, information on generic economic and administrative issues; second, recommendations for improving and

maintaining regional economic health; third, the functional area/subject annexes such as education, agriculture, immigration, welfare, etc. Each of these annexes, although only a part of the total plan, stands alone. Currency for these subjects is the responsibility of a specified functional department/division/office in County government (primary staff responsibility). The purpose of each annex is to give current and accurate data on a specific subject which can be used as a ready reference for the development or implementation of economic policy.

MANAGER, ECONOMIC POLICY, ADMINISTRATION AND COORDINATION

Because government is organized along functional lines, it is important that policies and procedures be given form so that government can more effectively accomplish its assigned mission.

Rather than creating new departments or rearranging County government, and given current budget constraints, it is generally more cost effective to create working groups to focus the skills of County managers.

To administer and coordinate the efforts of these working groups, an executive agent is needed to provide the necessary administrative support, basic research, and advocacy

for stated economic policy. This is best done by having the Chief Administrative Officer (CAO) assign one of his executives the duty of being the County's Manager for Economic Policy, Administration and Coordination. This individual would report to the Chief Administrative Officer through a designated Deputy Chief Administrative Officer.

OPPORTUNITY MANAGEMENT

There also needs to be an institutional spark plug to identify and manage opportunities that don't fit into the routine of daily operations. Process and procedure should not result in missed opportunities. Such opportunities could include the regional airport, Pacific Rim initiatives, realignment of military commands, etc. The cognizant Deputy Chief Administrative Officer (DCAO) should have the delegated authority from the Chief Administrative Officer to serve concurrently as the County's Economic Opportunity Manager. The DCAO will have the authority to determine if a program or activity could enhance San Diego's regional economy and whether the County should take a lead or supportive role. If the Deputy Chief Administrative Officer determines that the County should be the lead government agency, the DCAO will advise the Chief Administrative Officer to inform the Board of Supervisors and to solicit its guidance. The DCAO will also have the authority to task other County departments to provide assistance as needed.

ECONOMIC POLICY

The Board of Supervisors is the senior policy making body in and for San Diego County. To further strengthen its role in regional economic policy, it is recommended that the Board meet semi-annually to discuss a specific agenda on economic policy. The Manager for Economic Policy, Administration and Coordination would serve to coordinate the activity surrounding this meeting.

The Supervisors would consider recommendations from County staff and the public for improving and maintaining the health of the regional economy. Supervisors will also refer to the Chief Administrative Officer suggested policies and procedures for study and analysis.

ECONOMIC ADVISORY

Although the Phase II Report for the Plan for Development of a Comprehensive Economic Development Policy System (hereafter referred to as the Phase II Report) study noted that most economic activity occurs in the incorporated areas and outside the direct influence of the Board of Supervisors nonetheless, the Board of Supervisors remains the only elected body with regional authority.

When the Board of Supervisors believe an activity, policy, public agency or commercial action would be beneficial or detrimental to the overall economic well-being of the County it could issue an economic advisory. This could be done irrespective of jurisdiction. The Board could then use its informal and formal authority to influence regional economic policy by holding public hearings, drafting proposed changes to local, state or federal law and enlisting the assistance of experts in the field. Such action would enhance the cooperative activity of the Board and its individual members in working with cities and the unincorporated areas, to protect and enhance regional economic health. This would in turn give the County increased ability to deal with state and federal governments on economic issues.

ECONOMIC ADVISOR(S)

To make well-informed decisions on the policies affecting the regional economy, the Chief Administrative Officer and the Board of Supervisors must have sound independent economic advice. This counsel could be made available on an as needed basis. The Board should appoint a recognized economist(s) who is a resident of San Diego, on a volunteer basis for a term period. The Manager for Economic Policy, Administration and Coordination would provide the necessary staff support.

ECONOMIC ADVISORY STATEMENT (EAS)

For proposed policies or programs, which may have economic impact as determined by guidelines set by the Chief Administrative Officer, there should be an Economic Advisory Statement which will concisely analyze the effect such a program or policy may have on the County's economy. This advisory statement will be a tool for the Chief Administrative Officer, the CAO's staff and the Board of Supervisors in guiding County managers and staff in meeting the economic goals of the County.

To facilitate the processing of this requirement and to minimize the need for additional staff support, the proponent agency will be responsible for drafting the Economic Advisory Statement subject to review by the Economic Advisor(s).

SCIENCE ADVISORY BOARD

Until the early 1970's, San Diego was known as the "Scientific Capital of the Southwest." Cutting edge technology has always been an integral factor in the formula for success in San Diego's economy.

It's difficult, at best, for laymen to understand the nuances of high technology much less make sound economic policy decisions to support these industries and to attract more.

The Board of Supervisors should appoint, on a volunteer basis, scientists who are San Diego County residents as Science Advisors of a multi-disciplined Science Advisory Board to provide scientific counsel to the Chief Administrative Officer and Board of Supervisors as part of the County's economic development efforts. Staff support for the Science Advisory Board would be provided by the Manager, Economic Policy, Administration and Coordination.

SENIOR ADMINISTRATORS WORKING GROUP

The Senior Administrators Working Group will consist of the Assistant Chief Administrative Officer, the Deputy Chief Administrative Officers and other selected senior County officials as the Chief Administrative Officer may designate, whose specific expertise is needed. These other County officials might not be typically associated with economic development but their functions could have an impact on the County's economic health. For example, the County Probation Officer or a representative might be asked to attend. If methods were found to reduce crime, there might be a reduced demand for other County services. These funds could either be used to upgrade deterrent or rehabilitative services or diverted to other areas which are in need of support. These funds could be allocated to encourage economic development or used to offset increases in taxes, thus giving the public more disposable income. This group should meet routinely to review the overall efforts of County staff to meet County economic goals.

POLICIES AND PROCEDURES

As part of the Phase II Report, an inventory of all policies was completed. The next step should be the consolidation of these policies where practical. This will reduce redundancy and more clearly define the responsible County department, division or office. The Chief Administrative Officer could designate one of his Deputy Chief Administrative Officers to put together a working group of key County managers and business leaders to review the impact of County policies and procedures on economic health. In this manner, the Board of Supervisors and Chief Administrative Officer would have assurance that such a review was not done without consulting those who are most affected.

CITIES, SUB-REGIONAL ECONOMIES AND ECONOMIC DEVELOPMENT CORPORATIONS

The Board of Supervisors can simultaneously look at the whole and parts of San Diego County. Thus, the Board can encourage the orderly management of sub-regional economies and their growth while keeping an eye on the big picture--in effect how all the parts make up the whole.

The Board of Supervisors, as the regional government policy making body, should encourage the cooperation and coordination of the numerous Economic Development

Corporations (EDC's) in the County. The County can also assist member cities in their programmed economic development, provide assistance and information on regulatory requirements, community reinvestment, industrial bonds, etc. The efforts of the County will be complementary of other jurisdictions in San Diego County.

This effort will demonstrate the County's commitment to the development of sub-regional economies while providing oversight for the preparation of a regional economic plan. This effort will enable County staff to more effectively support EDC's and the cities, eliminate duplication of services, and planning, and to promote multi-jurisdictional economic development. Also, County staff will have a better understanding of sub-regional economies and will be more informed when presenting recommendations on economic enhancement to the Chief Administrative Officer to be incorporated into the Annual Regional Economic Plan.

Better coordination with local Economic Development Corporations, cities and the unincorporated areas, will also provide County staff with more hard data on the correlation of growth management and economic development.

The Manager, Economic Policy Administration & Coordination will provide staff support.

INFRASTRUCTURE

One of the fundamental services any government can provide to enhance economic

health is a well-planned and maintained infrastructure. Businesses look for and need reliable infrastructure facilities and services to support commerce.

The County can provide the regional coordination to facilitate planning for infrastructure improvements. As part of the Annual Regional Economic Report, the CAO will recommend to the Board improvements to the regional infrastructure that will enhance and attract the type of commerce compatible with San Diego County.

TRADE ADVOCACY REPRESENTATIVES

San Diego County can complement current advocacy and take advantage of unexpected opportunities for economic enhancement by having "trade advocates" at the loci of influence. As an initial step, the Board of Supervisors could designate the governmental affairs consultants in Sacramento and Washington, D.C. to serve concurrently as San Diego County trade advocates. Each of these offices is uniquely positioned to be aware of opportunities for economic enhancement. They would work closely with the County's Manager, Economic Policy, Administration and Coordination. If this initiative proves to be fruitful, further support could be required in each negotiated contract.

ACADEMIC AFFILIATION

Sound planning and good policy requires good research. Good research is current and reliable data.

With the strong academ)c base in San Diego it would be mutually advantageous for the C/unty and a local university or college to affiliate for research services. This would give student interns hands-on experience with a local government in economic policy development; it would also give the County a base of support it would not otherwise have.

History

As part of this affiliation, a historical study would provide a firm base on which to make decisions for current issues and to plan for the future. Since the ups and downs of an economy tend to be cyclical, it is important for County senior managers and policy makers to understand what has happened previously and why, if for no other reason than to avoid practices which might repeat errors of the past. This study would include a review of failed proposals and procedures, the decision making which led to such failures, and conversely a study of successes and the reasons for such successes. The Board of Supervisors should have as complete a picture as possible when making economic decisions or preparing its economic guidance.

Warning Signs

Another component of this study would be an analysis of warning signs which preceded economic problems. A fundamental responsibility of County staff is to advise the Board of Supervisors in a timely manner of potential problems and what corrective action is

necessary to advert crises. As an example, the current water shortage, although more serious than in the recent past, is history repeated. In the late 1970's, there was a similar, although less severe drought. Besides the obvious lack of rain, there may have been other warning signs that might have helped the Board of Supervisors and the Chief Administrative Officer to prepare contingency plans and minimize the economic impact of such a natural phenomenon.

The proposed move of Teledyne-Ryan, and the reduction in Rohr's operations, two of San Diego's base industries, are both an economic and a psychological shock to the County. The closing of the USAir maintenance facility, although a minor impact economically, leaves approximately 600 people looking for work and causes a multiplier effect that has a domino reaction in the economy. It increases the demand for public services, decreases the tax base and disrupts vendor supplies.

Were there warning signs which could have given government managers and policy makers notice before its was too late to take any action? Or were these just part of the economic cycle over which government has little control. Answers to these questions would enhance economic planning for the future.

GROWTH MANAGEMENT

Any formula for successful economic development in San Diego County must factor in the political, regulatory and planning impacts of growth management.

San Diego County has consistently tried to manage growth so as not to overburden the County's infrastructure and services while maintaining the unique quality of life which has become San Diego's byline. That byline has become an important part of our economic development; it has attracted both employers and employees.

Growth management and economic development should be complimentary. We do not want economic development at any price nor do we want no growth at any price. The implementation of Proposition "C" (November 1988) creating the Regional Planning and Growth Management Review Board was an effort in ensuring regional cooperation while protecting local control.

The key for regional economic health is to bring both in balance. In effect to put the management of our growth and economic development on the same road toward the same goal.

Sound growth management is an integral part of sound economic development. Proper growth management should encourage the degree and type of economic development best suited for the region; conversely good economic development will facilitate the type of growth compatible with San Diego and the ability of local government to support both.

One of the primary responsibilities of the Manager, Economic Policy Administration and

Coordination, will be to cooperate with the efforts of other County government elements that are involved in growth management and economic development.

MANUFACTURING VS. SERVICE

In any economy there is always a mix of functions. The County of San Diego is no exception. In 1990 manufacturing in the County totaled 16.4 billion, accounting for approximately 29% of income and 13.7% of total employment. Conversely, the third ranking business is the visitor industry which brought in 3.4 billion in revenue (1990) and approximately 12% of the jobs in San Diego. These figures show that manufacturing has more of a multiplier effect for the economy.

Clearly, we should not discourage the growth of conventions and tourists, nonetheless a balance is important.

San Diego County needs to identify the type of manufacturing it wants. Many of the businesses in the service industry are, in an economic sense, characterized by providing low economic value output and thus low value added to the regional economy as a whole. Many of these employees have insufficient income to provide for themselves and their families, hence they continue to place a demand on government services. Health care is a typical example. These businesses also add little proportionately to the tax base.

Manufacturing typically requires higher skill level; hence, a higher income. The contributions to the tax base are greater and the demands on County government services are less.

The County must create a balance that both preserves and enhances the service industries while encouraging a robust manufacturing sector to add overall value and strength to the regional economy. Part of this plan will examine methods to accomplish this goal.

"THE KNOWLEDGE INDUSTRY"

An essential element of our basic and applied research and technological manufacturing industry is the quality of our intellectual labor. San Diego County can help foster the climate that will encourage the training of this part of our work force which will in turn be a valuable incentive for attracting high technological and research businesses while also strengthening our technological manufacturing base.

THE MILITARY - A KEY INDUSTRY

Any economic development plan for San Diego must consider the value of our defense industry. San Diego because of its unique weather and terrain has always been and will continue to be a center of military activity. Defense spending in San Diego is approximately 18% of San Diego's gross regional product. "Defense expenditures remain

San Diego's second largest source of revenue trailing only manufacturing in total dollars." (San Diego Chamber of Commerce). San Diego is the leader in the nations salary and wages for the Department of Defense. Our military community includes basic and applied research, manufacturing, training, operations, medical services and administration. The military industry is environmentally clean and provides a significant multiplier effect for the economy.

Although there are major force and mission reductions planned for the Department of Defense, San Diego has the opportunity to buck the trend. We can strengthen and increase our share of defense functions. This will require focused advocacy and accommodation for new or relocated military missions. It is important that the County include in its economic plan and guidance recognition of the important contributions to both the uniformed and civilian sectors of the defense industry make to our regional economic health.

INTERNATIONAL

Approximately 30% of businesses in San Diego have international dealings (San Diego Chamber of Commerce).

San Diego County's southern border is also an international border. Besides our obvious relationship with Mexico and Latin America, San Diego enjoys close and expanding ties with Pacific and Asian countries and a growing relationship with economic development in a new Europe.

In May 1992, San Diego will host the international competition for the America's Cup Finals. Concurrent with these activities the 1992 Pacific Rim Forum, a major international bi-annual meeting of corporate, political and opinion leaders entitled, **"Management to Leadership: On the Dawn of the Pacific Century"** will also be held in San Diego. These key leaders will discuss the agenda for Pacific Rim nations for the next century. Thus, San Diego is both a focus and a broker for international economic, political and social policy in the Pacific Rim.

As part of the Annual Regional Economic Report, the Department of Transborder Affairs and others, in conjunction with the efforts of the designated DCAO, will assist in preparing recommendations that will improve San Diego County's share of international trade.

ANNUAL REGIONAL ECONOMIC REPORT

Each year the Chief Administrative Officer will publish a report on the economic health of the County and its recommendations for changes to the County's Economic Development Policy. Recommendations from the Senior Administrators Group, referrals from the Board of Supervisors, the private sector citizen advisory groups and County staff will be incorporated into the report.

The preliminary report will be coordinated with each Deputy Chief Administrative Officer before a proposed report is submitted for final review to the County Economic Advisor.

The Economic Advisor will conduct a thorough review of the proposed plan and submit findings and recommendations to the Chief Administrative Officer.

The Board of Supervisors will review the document and then issue its Annual Economic Guidance to County management which will be used to supplement or change the County's Economic Development Policy and the Economic Development Implementation Plan.

STRATEGY

COMMUNITY AND BUSINESS SUPPORT

There are inherent risks associated with any change. To be successful, proposed changes in government policy or organization must be judged against all factors which could effect that change.

The adoption of this plan could well be a seminal event for County policy makers. There are numerous special interest groups and constituencies that would enthusiastically favor a stronger role by the County in the development of regional economic policies. However, there are undoubtedly those who might perceive that the County's interest for a stronger role in economic development as an example of the philosophy "...the business of government is business..." Of course, the County will be no less compassionate, nonetheless, perceptions are important.

These risks can be minimized through a well planned and coordinated public affairs program. The benefits of the County's role in regional economic policy need to be explained to special interest and community groups with their perspectives in mind. County officers at all levels should be thoroughly conversant with the reasons for County government involvement in regional economic policy and the potential benefits to all County residents.

THE MOST IMPORTANT FORM OF CAPITAL

The Phase II Report noted that "The County's relevant role can thus be framed by identifying human resource development as a primary ingredient for economic development policy."

The largest County cost is for the provision of human services. As serious as this problem may be, it logically follows that the most important form of capital is human capital. Therefore, what is really important is not so much what we have, but what we do with what we have. This philosophy should be the premise around which policy is developed.

After short and long term economic goals have been set, County staff needs to answer a basic question, "How is the County going to meet these goals?" The human

component of the County's Economic Development Implementation Plan will require a skills assessment. What type of work force trained in what disciplines, to what level will be required to meet the economic goals of the future. What must be done to provide that work force for prospective employers and for the types of businesses we want in San Diego County.

San Diego County must also consider the unique training and educational requirements of all sectors of our population. How can they be prepared to be more fully integrated into our local economy and in such a manner that will insure progressive success for their future generations. As our diversity grows, morality and good management dictate a thorough examination of the employment needs of all our citizens.

If the County plans for the best possible work force, the County will attract the best industries, which will enhance not degrade our quality of life.

RECOMMENDATIONS

1. **Have the Chief Administrative Officer designate one of his executives as the Manager, Economic Policy Administration & Coordination.**

   To oversee the coordination and administration of economic policy and development for San Diego County.

2. **Have the Board of Supervisors meet semi-annually to address the County's economic agenda**

   The Board of Supervisors would review and set economic policy for the County and give economic guidance to the CAO.

3. **Establish the Volunteer Position of Economic Advisor(s)**

   To provide professional economic advice to the Board of Supervisors and the Chief Administrative Officer.

4. **Establish the use of the Economic Advisory Statement (EAS)**

   To assess the impact of County programs and policies on the economy of San Diego.

5. **Establish the Volunteer Science Advisory Board**

To provide advice on scientific issues to the Chief Administrative Officer and the Board of Supervisors.

6. **Establish the Senior Administrators Working Group**

To oversee the implementation of economic guidance from the Board of Supervisors.

7. **Provide County coordination for sub-regional economies, cities and Economic Development Corporations**

To facilitate regional economic planning.

8. **Establish Trade Advocates in Sacramento and Washington, D.C.**

To enhance the County's efforts to seek assistance from the state and federal government for economic development.

9. **Establish an academic affiliation with a local institute of higher learning**

To conduct research and special studies regarding regional economic development issues.

10. **Consolidate policies and procedures pertaining to economic policy**

The Chief Administrative Officer will designate a Deputy Chief Administrative Officer to review possible County inhibitors to commerce.

11. Set short and long range regional economic goals

To facilitate short and long range economic planning.

12. Publish an Annual Economic Report on the County's economic health

To report on the health of the County economy and what improvements are needed. The Board of Supervisors will use this report to issue economic guidance to County management.

1/ 7/92 (Tue)

SAMPLE

ANNEX

Subject/Area **AGRICULTURE**

Office of Primary Responsibility _____
Point of Contact
Address/Mail Stop/Phone #

Offices of Supporting Responsibility

Statement of County Interest

Statistics

% of Local Economy

Estimated employment

Potential for growth

History of unemployment/growth

Protected Categories Data (Minority Groups)

Educational Level

Basic Education Requirement

Affect on other Programs, County, State, Federal, Private Sector

Applicable Policies, Ordinances and Statutes

Citizen Advisory Participation

Economic Impact Statement

Proposed County Involvement

Recommended Action

References