



# INTRODUCTION

**DAVID E. WOMACK, CHAIRMAN**



The economic vitality of a community is the key to a better life for its citizens. Rising employment in good-paying jobs presents each of us with the opportunity to improve our health, enjoy greater freedom, acquire material goods and provide for others. It is not an exaggeration to say that a vibrant economy empowers Americans to fully exercise their rights to life, liberty and the pursuit of happiness.

This then, is the new vision of the Kern Economic Development Corporation: To advance employment opportunities and advance economic well-being.

The vision is supported by a new mission: To cultivate and promote Kern County's boundless opportunities for business. Put more simply, the Kern EDC's purpose is to attract, retain and grow business.

The board and staff of Kern EDC will adhere to the highest values and serve Kern County

by collaborating with others while maintaining the highest standards of integrity and stewardship.

This Strategic Plan will guide the Kern EDC over the next three years. It outlines four major goals and identifies supporting strategies. Three goals are aimed at the vision and mission. They are to attract new businesses by promoting the region as a great place to live and work, to help existing businesses thrive and expand and to help foster entrepreneurial activity. These three goals have specific performance metrics. The fourth goal is to ensure the KEDC remains a vital organization, contributing long into the future.

Please read through the plan. Think about how you can contribute. And please join the Kern EDC in its efforts to secure the American dream for the people of Kern County.



# MISSION

Kern Economic Development Corporation's mission is to cultivate and promote Kern County's boundless opportunities for business.

Attraction • Retention • Growth



## VISION

Advance employment opportunities and economic well-being.



## CORE VALUES

- Collaboration
- Integrity
- Service
- Stewardship

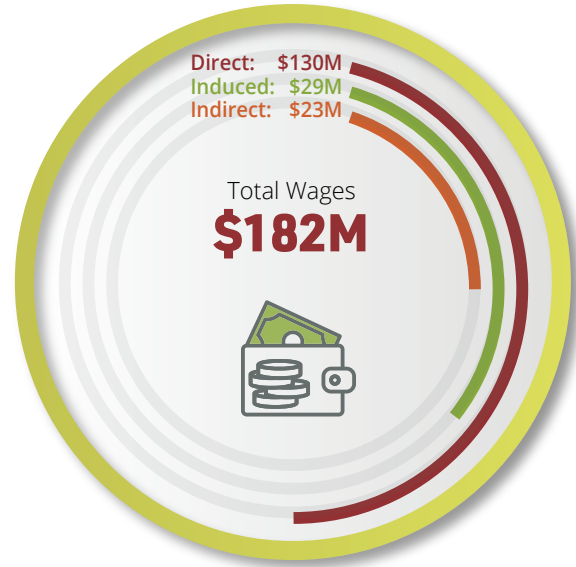
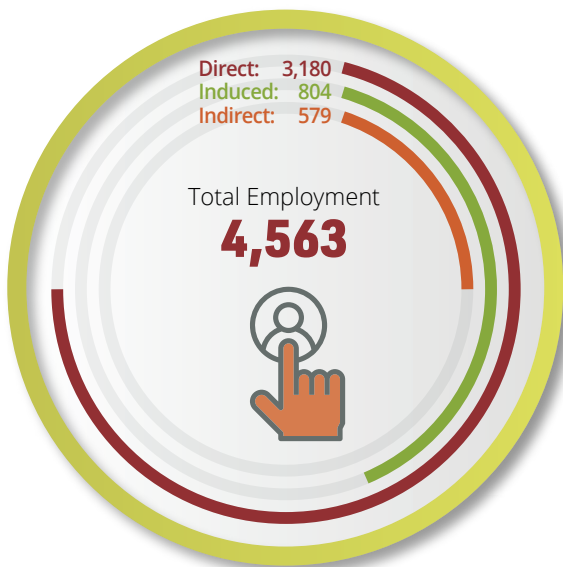


## HISTORY

Kern EDC was established in 1988 in response to a lagging economy caused by a drop in the value of oil and agricultural products. Forward thinking community leaders came together to create a sustainable vehicle that would help ensure regional economic stability. Kern EDC was founded in order to enhance the County's quality of life and offer new employment opportunities to residents. This public-private coalition was given the critical role of promoting the diversification of the community's economic base.



# ECONOMIC IMPACT IN KERN COUNTY FY 2018-2019



Source: JobsEQ® Data as of 2019Q2



# RECENT SUCCESSES

In FY 2018-2019, Kern Economic Development Corporation has significantly contributed to bringing nine companies to Kern County, collectively providing more than 4,500 new jobs and \$400 million in capital investment.



## THREE-YEAR ORGANIZATIONAL GOALS AND OBJECTIVES

1

Raise the profile of the region and recruit companies that advance employment opportunities and economic well-being for Kern County.

2

Assist existing Kern County businesses to retain and expand their operations.

3

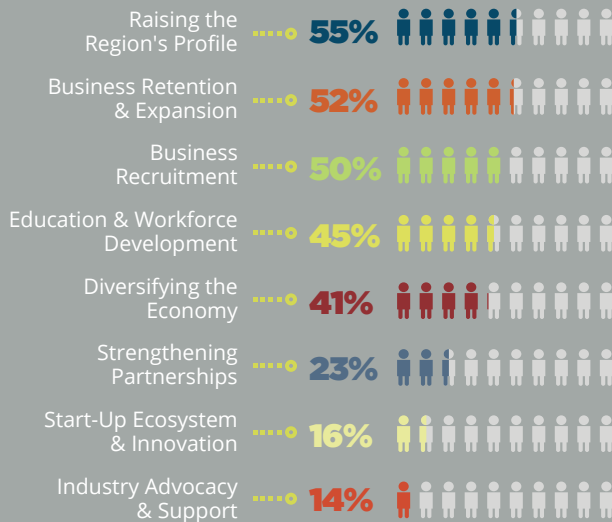
Work in partnership with other local organizations to help entrepreneurs access the resources they need to build successful businesses and create jobs in Kern County.

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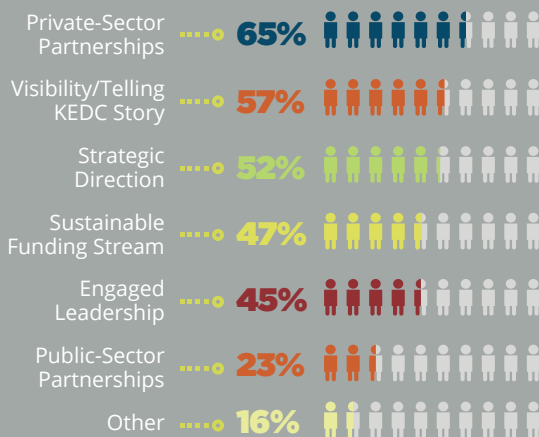
Ensure that Kern EDC remains a strong, financially sustainable organization.

## RESULTS FROM MEMBER SURVEY

### Top three external priorities Kern EDC should focus on over the next several years.



### Top three internal priorities Kern EDC should focus on over the next several years.



## GOAL 1



Raise the Profile of the Region and Recruit Companies That Advance Employment Opportunities and Economic Well-Being for Kern County

## STRATEGY 1

Promote Kern County through national branding and positioning.

- A. Partner with Central California Valley EDC on outbound missions, meeting with national/regional site selectors and brokers and attend industry-specific trade shows.
- B. Participate in statewide and national real estate events and attend national site selector events.
- C. Meet regularly with local real estate brokers and developers.
- D. Collaborate with regional economic development organizations and Kern County municipalities.
- E. Produce annual Kern County Market Overview and Industry Economic Impact Factsheets.
- F. Write articles for trade newspapers and magazines.
- G. Expand the distribution of the site selector quarterly e-news from 1500 to 1800 corporate executives.

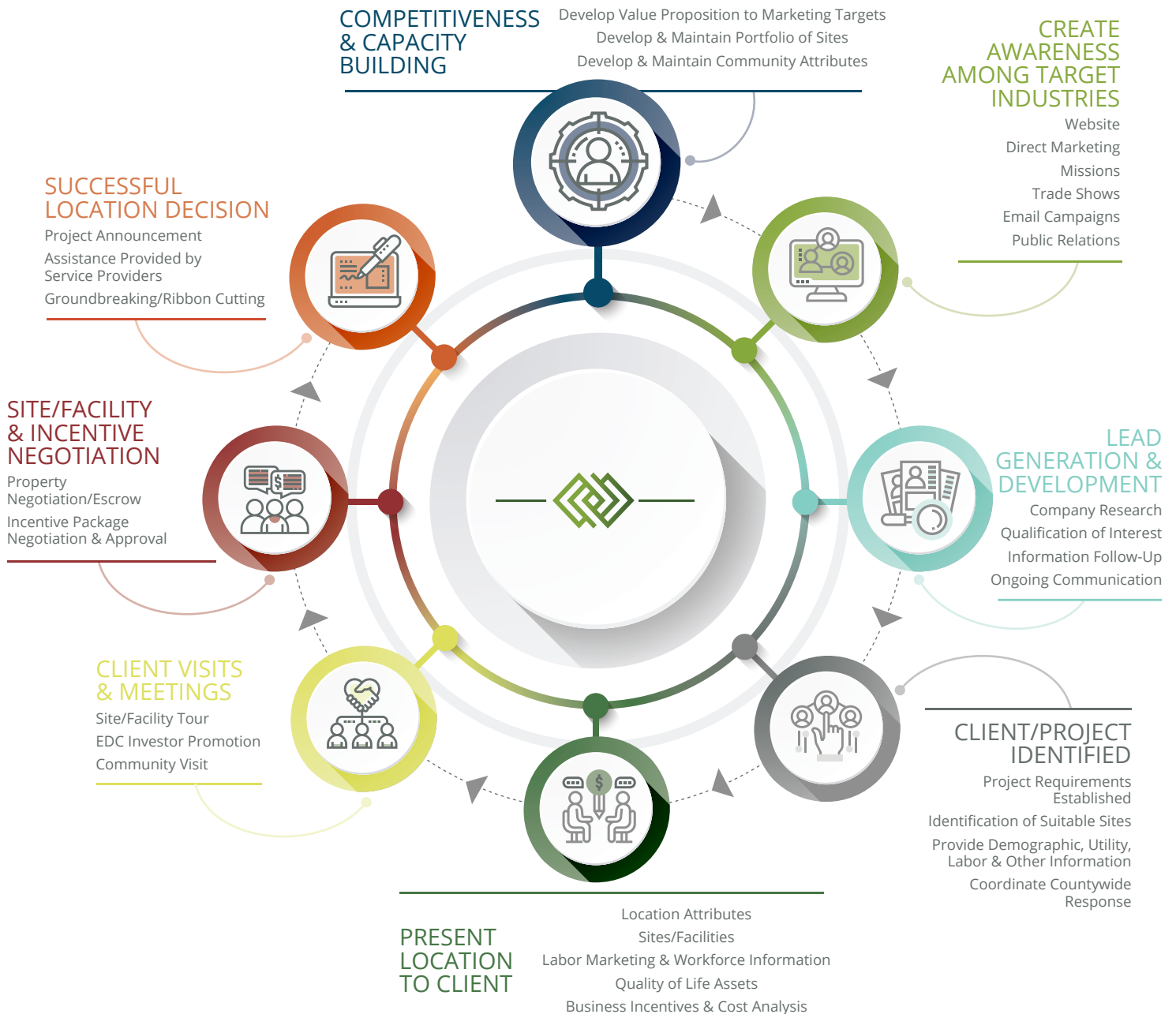
## STRATEGY 2

Market Kern County to national site selection consultants and corporate real estate executives. Enhance relationships with targeted companies in key markets.

- A. Identify and contact top cluster-specific firms in select markets including New York, Phoenix, Dallas and Atlanta.
- B. Schedule four annual trips to meet with Southern and Northern California contacts, with a goal of six meetings per trip.
- C. Provide updated inventory of available commercial and industrial opportunity sites.
- D. *Site Selector Brief* publication, which highlights new developments in the County.
- E. Update contact list with qualified contacts after each trade show/mission.



# KERN EDC BUSINESS RECRUITMENT CYCLE



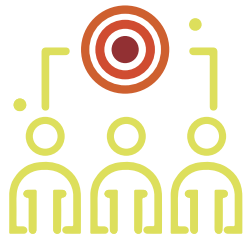
## GOAL 2

Assist Existing Kern County Businesses in Retaining and Expanding Their Operations

### STRATEGY 1

Enhance relationships with local businesses and provide assistance as needed.

- A.** Provide siting, permitting, workforce development and financing assistance.
- B.** Meet with 100 local businesses to identify their needs and develop an understanding of trends requiring attention.
- C.** Present summits and events that provide relevant information to the local business community.
- D.** Research, write and present reports and studies as needed by local industry to achieve their business development goals.



## GOAL 3

Partner With Local Organizations to Promote Entrepreneurship and a Vibrant Start-Up Ecosystem in Kern County

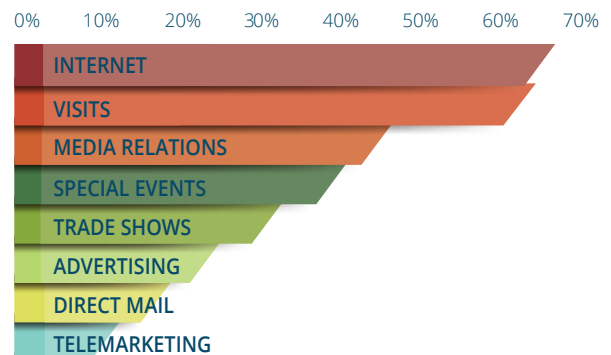
### STRATEGY 1

Launch Kern Initiative for Talent and Entrepreneurship (KITE).

- A.** Support local entrepreneurs in the creation of jobs at young firms.
- B.** Collaborate with city and county leaders to assist with tax incentives, planning and zoning for new businesses.
- C.** Provide information on available shared space in Kern County.
- D.** Lead entrepreneurs to accelerators and incubators that can support the growth of their businesses.
- E.** Be a resource for entrepreneurs to develop relationships with business advisors and mentors.
- F.** Facilitate the formation of a revolving loan fund for young businesses.
- G.** Review available third-party metrics.
- H.** Manage metrics and data as needed.



### MOST EFFECTIVE MARKETING TECHNIQUES





# ANNUAL PERFORMANCE METRICS



## BUSINESS ATTRACTION

### 3-YEAR GOAL

Payroll Generated	\$140,000,000
Number of Jobs	3,500
Capital Investment	\$250,000,000
Qualified Prospects	150
Site Visits	20



## BUSINESS RETENTION & EXPANSION

Local Companies Assisted	50
Additional Number of Jobs	1,000
Additional Payroll Generated	\$40,000,000



## REGIONAL MARKETING

Broker Marketing Missions & Targeted Industry Events	40
Site Selectors Newsletter Open Rate	40%
Number of New Contacts	200
Dollars Spent per Contact	\$500
Membership Satisfaction Score	8.0

## GOAL 4

Ensure a Sustainable Funding Stream  
for Kern EDC



### STRATEGY 1

Enhance outreach to existing and  
potential members.

- A.** Launch new website and track visitor demographics.
- B.** Align all Kern EDC communication materials with the regional rebranding collateral.
- C.** Distribute three to five talking points to board members every quarter to encourage them to be ambassadors for the organization and the communities we serve.
- D.** Introduce a 10-point scorecard to share progress and communicate effectively with the board of directors.
- E.** Continue to promote recruitment/expansion successes at Board meetings and update members on current project activities, as allowed.
- F.** Introduce one or two annual, sponsored, member receptions/meet and greets.
- G.** Enhance the board orientation process. Provide an in-depth overview of Kern EDC's business development activities and associated programs.
- H.** Spotlight new members on social media platforms.
- I.** Create a new member welcome email and "starter kit."

### STRATEGY 2

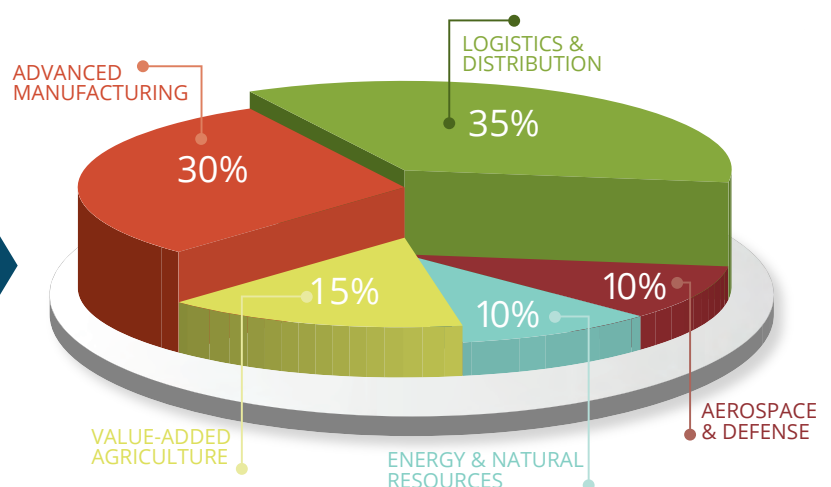
Create a Membership Committee to bolster and  
lead member recruitment efforts.

- A.** Form a membership committee of four to eight members to meet monthly to enroll new private-sector members.
- B.** Develop a target list of prospective member companies by sector.
- C.** Create an identity brochure that promotes the organization's strengths, opportunities and new branding image.
- D.** Enhance customer relationship management (CRM) capabilities by utilizing optimal client database software.
- E.** Review current membership levels and revise the member benefits and fee scale. Revamp the membership packet.
- F.** Market to the proper audience: Understand who will benefit the most from joining. Who will see the value of joining? Who will be active in the organization?
- G.** Recognize member successes and milestones.
- H.** Create an "Exit Survey."

## KERN EDC PROJECT PORTFOLIO



*A healthy economy has a diverse portfolio of  
competitive and newly emerging clusters.*





*Where Business  
is Boundless*







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KERN COUNTY, *California.*  
WHERE BUSINESS IS BOUNDLESS

