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VCEDA NEWS

June 2014

Advocacy • Intelligence • Networking • Support Ventura County Economic Development Association

Message from the President/CEO

To BRAC or Not to BRAC? That is the question.

When will Congress call for another round of Base Realignment and Closure (BRAC)? At this point it's hard to say but it's clear that avoiding it will only make things worse, over time, for our national security and military installations.

BRAC is the process by which the Department of Defense recommends to a presidential commission to close or realign military infrastructure in the U.S. in order to meet changing budgetary and national security needs. The commission reviews the recommendations, makes modifications if appropriate and submits legislation authorizing the realignment and closures to Congress for an "up or down" vote. No amendments are permitted.

Why is a BRAC needed?

It all started in 2012 when then Secretary of Defense Leon Panetta, asked for the authorization of a BRAC for 2013 and 2015. This was in response to the Budget Control Act of 2011 that required the Department of Defense (DoD) to cut $487 billion in spending over the next 10 years.

The same Act also called for the creation of a bipartisan "super committee" to work out a deal to cut an additional $1 trillion from the national budget over the next ten years or face sequestration, a flat percentage cut to every budget line in the national budget.

The super committee failed and sequestration became law. This meant, unless Congress made modifications, the DoD faced almost a trillion dollars in cuts over the next 10 years.

In making the case for a BRAC in 2013 and 2015, Secretary Panetta argued that military spending falls into three categories: personnel, weapons systems and infrastructure. And, if the DoD was not allowed to reduce infrastructure costs through a BRAC, all budget reductions would necessarily be allocated to personnel and weapons systems, seriously weakening our national security.

This year Secretary of Defense Chuck Hagel presented a budget consistent with the Budget Control Act of 2011 and sequestration. In it he asked for a round of BRAC in 2017.

Let me be clear, I recognize the risks to the regional economy that a BRAC brings. I am, however, pragmatic that we can't have it both ways. We can't, on one hand, say that we want to reduce our defense budget by a trillion dollars over the next ten years and on the other not give the Department of Defense the authority to make reasoned and strategic adjustments in spending on infrastructure.

Will a BRAC be authorized?

Thus far Congress has refused to authorize another round of BRAC. The House Armed Services Committee has even included language in this year's Defense Appropriation Bill forbidding the DoD to even plan for another BRAC. The bill is headed to the full house and it is unclear if the language will remain. If it does, it is likely that it will be revisited when the Defense Bill goes to conference committee as the Senate and the House reconcile their differences.

From a political perspective, the refusal to authorize another BRAC is understandable. Elected officials, particularly in election years, do not want to have to explain why they put the economic vitality of the district at risk by authorizing another BRAC.

However, the practical reality of approved budget cuts, sequestration and a rapidly changing and dangerous global landscape require that our elected leaders put aside parochial and ideological leanings and focus on developing a plan to fund our national security so that the DoD can do its job

Please see **MESSAGE** on page 3

Bill Buratto, President/CEO

When the next BRAC is authorized Ventura County will be ready to effectively advocate for keeping the missions that currently reside at Naval Base Ventura County and for gaining missions as the DoD realigns assets.

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City of Hope CEO to keynote VCEDA's healthcare conference

Dr. Harlan Levine, CEO of the City of Hope Medical Foundation will be the keynote speaker at VCEDA's 44th Annual Business Outlook Conference on Oct 17, 2014.

As CEO, he oversees the ambulatory and outpatient practices on City of Hope's main campus and community clinics. He is a member of City of Hope's organization-wide executive team and the Associate Director for Community Initiatives at the comprehensive cancer center.

Prior to City of Hope, he served as executive vice president of Comprehensive Health Solutions at WellPoint Inc. At WellPoint Inc., Dr. Levine was responsible for the medical management budget for the second-largest health plan in the United States.

Prior to Wellpoint he had a variety of roles including chief clinical officer of United Health Group, based in Minneapolis; regional medical director of PacifiCare of California, based in Los Angeles; and chief medical officer of Adesso Health Care Technologies, Inc., based in San Jose.

Dr. Levine is certified by the American Board of Internal Medicine and licensed by the Medical Board of California; he earned his medical degree from the University of California, San Francisco.

The theme for this year's Business Outlook Conference is **The Future of Health Care in Ventura County: A Healthy Workforce**. The title sponsor is Dignity Health St. John's Hospitals. Other sponsors include: California Lutheran University, Pacific Coast Business Times, Herald Printing/Precision Graphic Solutions, Aera Energy LLC, AT&T, Barry Ridge Graphic Design, Global Energy & Technology Inc, Pacific Western Bank, Waste Management, Coastal Occupational Medical Group, County Commerce Bank, Southern California Edison, and Vaughn Management & Services, Inc.

The conference will be held Friday, October 17, 2014 at the Ventura County Office of Education Conference Center, 5100 Adolfo Road, Camarillo, CA from 8:00 to 11:30 a.m. For more information sponsorship opportunities, see page 4 or contact Darlene Ruz at 805-676-1332 or **darlene@vceda.org**.

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The Camarillo Imation Property Dilemma

Jim Meaney,
1st VP CBRE
Commercial Real
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In 2008 Imation Corporation shut down their long time manufacturing facility due to consolidation. The property consisted of a 128,000 sf building on 27 acres located at 350 Lewis Road. Several years earlier, in 2003, they sold their 220,000 sf adjacent facility on 17 acres that was deemed to be excess property.

We started marketing the property for sale in late 2008. At that time the city was working on the Dawson Drive Specific Plan, which called for the Imation site to remain industrial. We spent the next two years marketing the property to major industrial developers and large tenants in Southern California and beyond. We had a local architect draw out a proposed 400,000 sf industrial park that would encompass approximately ten buildings and eventually create in the range of 800 jobs at full build-out.

We were very discouraged by the responses we received from the developer group. Two things hurt us. One, we were at the beginnings of the market turning south and developers were very nervous about taking on projects this size in what is considered a secondary market. The South Bay, San Fernando Valley and Inland Empire markets are much more popular due to the access to major rail lines and the ports. But also, developers consistently said they heard it is tough to develop properties in Camarillo when compared to other markets in Southern California. This part was discouraging because we didn't have a response to this argument. Camarillo is known as a tough city for developers.

In early 2011 we received an offer to purchase the property from an apartment developer that had already discussed their plans with the city council members and received tentative approval despite the opposition of the planning department staff, which recommended the property remain industrial zoned. By late 2013 the city ultimately approved a zone change from Industrial to apartment development with a density of approximately 24 units per acre.

There are pros and cons to both industrial and residential development at this site. Industrial development would have created approximately 700-800 jobs at full build-out of a standard industrial park. Those generally higher paying jobs that generally don't rely on government assistance now create demand for apartments and homes and increased sales at the local restaurants and malls.

An apartment development provides housing for the planned growth of Cal State Channel Islands. The school is expected to grow from its current enrollment of approximately 5,000 students to a planned 15,000 students in the next several years (www.csuci.edu/aboutus) , although ironically, one of the concerns of city council was that this site not turn into "student" housing. Unless there is a large shortage of viable housing and there are not substantial higher paying jobs created at other industrial development sites, the typical renter may now be either mostly students living two or more to a room or the low paying retail sales force, also mostly living two or more to a room in order to afford the rents.

The alternatives for future industrial development growth in Camarillo are a concern. There are several remaining vacant parcel slated for future development but all are far from any type of development being built.

The Adamson piece (approximately 100 acres) is part of the wildly unpopular Conejo Creek Development project. This and the recent death of owner Grant Adamson put the timing of this project in question.

The 40 acre Selleck piece at the new Springville exit could be developed but the underlying land cost for that parcel's share of the new overpass along with the future costs to put in interior streets makes this a property that may only be developed or occupied by the tenant looking for the very high end freeway frontage location and is willing to pay for it.

The nine acres of industrial land adjacent to the Marriott Courtyard in Mission Oaks Business Park is going through the city for a rezone to apartments while the remaining twenty acres in Mission Oaks Business Park, owned by Gene Haas of Haas Automation, is priced at a number that also will be difficult for any development to make economic sense.

Lastly, the twenty three acre EJM piece adjacent to Imation at the corner of Lewis Road and Pleasant Valley Road is now also working its way through the city for a zone change from industrial to apartments. Again, this could provide future housing for the CSUCI growth but will put a crimp on any chance for medium to high paying manufacturing jobs in Camarillo.

There does need to be a balance between residential and industrial growth but creating residential projects at the expense of future industrial development, which is a major job creator, is a risky proposition.

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VCEDA's Mission Statement:

To advocate for policies, legislation and programs that stimulate business and a vital economy as the foundation for a vibrant quality of life in Ventura County.

MESSAGE

continued from **1**

effectively.

There are some signs that Congress is beginning to have a change of heart on BRAC and 2017 may be a good year to do it. It would be beyond the 2016 presidential election and an off year for the election cycle.

What would a BRAC mean to Naval Base Ventura County?

The inverse question is also valid. What happens if there is no BRAC? In the current budgetary scenario this means that we could expect to see infrastructure degradation at the Base, additional furloughs, reductions in force (layoffs), mission degradation, forced and/or voluntary early retirements and other cost saving measures.

Naval Base Ventura County, particularly Point Mugu, has been considered in the last two rounds of BRAC and it is prudent to assume any new round would also put NBVC in the cross hairs. One of the reasons that NBVC is always considered is that it has many tenants. These tenants have different commands within the DoD and funding sources.

The good news is that it would be difficult to entirely close the base because the 100 or so tenants would all need to be realigned. The bad news is that it is easier to consider realigning just a few of the commands. So, NBVC will always be at risk of loosing tenant commands, jobs and economic impact.

Another good news sign is that NBVC is on tap to receive several new tenant commands over the next several years. The MQ Tritons are coming in 2015 and the Fire Scouts are coming in the same time frame. This would seem to strengthen the notion that NBVC will not be closed.

A final positive sign is that the new national security strategy calls for a "pivot to the Pacific". Currently military assets are distributed 60% on the East Coast and 40% on the West Coast. The plan is to reverse that distribution over the next several years. Consequently, existing military installations on the West coast are likely to see missions and resources coming their way.

What should the Community be doing in anticipation of a BRAC?

- The community needs to be planning now. We can talk with our friends "inside the fence". Once a BRAC is announced they will be ordered not to discuss BRAC with anyone.
- We should be gathering information about the strategic direction of the DoD, particularly with regards to the "pivot to the Pacific", in order to better understand how NBVC can accommodate new or expanded missions.
- We need to begin developing white papers that articulate the capabilities of NBVC.
- We need to be developing and furthering our relationships within the DoD.
- We need to be educating the citizens of Ventura County about the importance of NBVC to our national security and local economy.
- We need to support the permanent establishment of the Governor's Military Council. This Council is set to disband in July. This Council can play two important roles: it can act as a mediator between local community groups across the state and it can help get the California Congressional delegation on the same page as it relates to state advocacy for our military installations.

When the next BRAC is authorized Ventura County will be ready to effectively advocate for keeping the missions that currently reside at Naval Base Ventura County and for gaining missions as the DoD realigns assets.

As always, I welcome your thoughts and feedback. Please feel free to contact me at 805-479-2491 or bburatto@vceda.org.

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As Ventura County's primary economic advocate, VCEDA has used the BOC to focus on specific economic issues that affect business in our county. We strive to develop themes and subject matter of critical importance to the county's economic vitality. This year's working theme is "**The Future of Healthcare in Ventura County: A Healthy Workforce**". We believe the time is right for this discussion.

The BOC is VCEDA's premier event and typically attracts between 200-300 business and community leaders from throughout Ventura County. The BOC also provides an opportunity to enhance your company's visibility and network with your colleagues. For more information, please call Bill Buratto at 479-2491 or Darlene Ruz at 676-1332.

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How to maximize an employee's potential in the work place

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Build Employee Strengths to Maximize Results

During the 2008 Great Recession, the mentality of "do more with less" became all too familiar. It was the mission and mantra of almost every employer out there – and the key to even staying in business. Unfortunately, as the recession began to recede, this way of running a company did not follow suit. And, in response to an unstable market and increased government regulations, doing more with less seems to be gaining an even greater foothold.

What's an Employer to Do?

Whether it's due to health care changes, wage worries, lack of skilled workers, or a multitude of other reasons, the reality is that businesses still have to do more with less. That's not easy, but it's not impossible either. Rather than focusing on reductions and doing without, one solution is for businesses to take advantage of what they already have. By maximizing current employees and utilizing them to their full potential, businesses can grow without increasing their size. Recognize your employees when they do an outstanding job and you'll likely see an increase in not only retention, but engagement and overall job satisfaction from your team.

Capitalize on Strengths

There is no perfect employee - everyone has his or her own unique strengths and weaknesses. So which one should your business' leadership focus on? According to Gallup Business Journal, "building employees' strengths is a far more effective approach to improving performance than trying to improve weaknesses." By shifting the focus onto what each employee does well and then assigning tasks and projects accordingly, a business can greatly increase its chances of success. In fact, Gallup revealed that "people who use their strengths every day are six times more likely to be engaged on the job." And their Gallup's of research have shown that more engaged workers also perform better and are less likely to leave, which in turn means more profits and higher quality work for the employer.

Yvonne Rockwell

Empower the Passions

There is more to an individual than just that person's strengths. While there may be several strengths an employee has, they also have passions that can positively impact your long term success. Those passions are what employers need to tap into. Specifically, Harvard Business Review recommends giving employees some freedom in choosing their projects and tasks. There are certainly limitations to this, but the journal found that because employees will usually choose what they are interested in doing, they have a higher chance of success. Gallup's 2013 State of the American Workplace Report echoed the same sentiment, saying that the most highly engaged, successful organizations "get the most from their employees by tapping into their passion, potential, and discretionary efforts." Google's 20% rule is a perfect example. Employees are allowed to put 20% of their time and efforts into "passion projects." And, reportedly, those result in half of all Google's new projects. Passionate employees are the root of an innovative company.

Respect the Limits

Understand, however, that maximizing your employees potential does not mean working them to death. Research from Gallup has shown that "those who use their strengths for 10 hours or more each day are more likely to say they have enough energy to get things done." And, Inc. Magazine reported that there are short-term benefits for brief, infrequent bursts of overtime. But that must also be balanced with other realities. The article from Inc. went on to say that consistently clocking more than 40 hours per week results in unproductive, tired employees, and the increased hours worked is not equivalent to an increase in production.

Employees are a business' single greatest asset. They are also often the least utilized, which makes them the most likely solution for the "do more with less" conundrum. Every business owner wants to see their company succeed. And in today's business world, that means maximizing what you already have, by recognizing and capitalizing on the strengths of your people, while providing them the opportunity to become leaders and be creative.

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For more information visit the web at www.vaughnservices.com

CI Welcomes Hung Dang as Associate Vice President for Enrollment Management

Hung Dang, Associate Vice President

CSU Channel Islands (CI) is pleased to announce Hung Dang as the new Associate Vice President for Enrollment Management. Dang, a veteran administrator with more than two decades of experience directing admissions and enrollment at growing state universities, began his first day of work on the CI campus May 1.

As Associate Vice President for Enrollment Management, Dang will be responsible for leading CI's student recruitment and undergraduate admissions, the registrar's office, financial aid and scholarships, and academic advising, along with approximately 40 full-time employees.

He most recently served as Associate Vice Chancellor for Enrollment Management at the University of Hawaii at Mānoa, where he managed undergraduate admissions, financial aid, the registrar's office, and drafted marketing and recruitment strategies for local, mainland and international students. Prior to his work at the University of Hawaii, he spent 16 years at the University of Washington Bothell in a variety of leadership positions, including overseeing both Enrollment Management and Student Affairs during a time of rapid expansion. He spent the first seven years of his career at the University of Washington Tacoma, starting as a Registration/Admissions Adviser and working his way up to University Registrar and Assistant Director of Admissions.

Dang holds a master's degree in Leadership & Organization from Gonzaga University and a bachelor's degree in Political Science from the University of Washington Seattle.

A first-generation immigrant from Vietnam, Dang was able to stay in the U.S. and complete college thanks to the intervention of a University of Washington admissions counselor, who demystified the admissions process and steered him toward the office of financial aid and other resources. After earning his bachelor's degree, Dang became the first registrar at the University of Washington Tacoma, which started him on his career path.

"I am very excited and honored to be joining the university at such a formidable stage in its development and look forward to expanding access to higher education for students in Ventura and Los Angeles counties and beyond," he said. "CI's strength is its entrepreneurial and creative culture, which I am thrilled to be a part of. I see my role in helping the institution to share its story, including its academic opportunities, unique location, and entrepreneurial spirit. This is an area I understand very well, and I look forward to applying what I've learned along the way to meet the ambitious enrollment growth projected for Channel Islands."

Dang, 49, lives in Camarillo with his wife and 11-year-old son.

Smith To Retire; United Way Successor Sought

Dave Smith, President & CEO

David M. Smith, president and chief executive officer of United Way of Ventura County since October 2001, has announced his retirement effective December 15, 2014. According to Thomas S. Cohen, chairman of United Way's Board of Directors, a search for Smith's successor will begin in the coming weeks.

"Dave Smith has brought significant value to the United Way organization and Ventura County for nearly 13 years," said Cohen. "He will be difficult to replace."

Smith joined United Way after a 30-year newspaper career, including 10 years with the Ventura County Star newspapers. He has served on numerous non-profit boards across the county over the past 20 years. During his tenure with United Way he is credited with a leadership role in the development of the county's 2-1-1 social service hotline – the first in the state in February 2005 – the establishment of UWVC's web-based VolunteerVenturaCounty.org network, the United Women's Leadership Council, the Young Leaders Society and numerous community-based social service partnerships. He is a past chair of 2-1-1 California and is a member of the Executive Board of United Ways of California.

Smith and his wife, Susan, plan to relocate to Lexington, KY., later this year.

2014 Progress Toward Clean Air report highlights California's air quality improvements

The California Air Pollution Control Officers' Association (CAPCOA), a statewide organization of local air quality regulators, today released the 2014 California Progress Toward Clean Air report.

The report compiles air quality data, progress and initiatives from the 35 local air districts throughout California

in 2013. The report provides information useful to city, county and state planners as well as businesses and the general public. The report also addresses the continuing challenges air quality regulators face and presents air quality data in an accessible format, helping the public understand how statewide air has improved over time.

The CAPCOA report shows that over the past 20 years, air quality in California has been a success story, with significant across-the-board decreases in air pollutants and dramatic cost-saving improvements in public health," said Jack Broadbent, executive officer of the Bay Area Air Quality Management District. "But as population and traffic in the state continue to increase, and as concerns about climate change loom ever larger, further improvements will call upon all the resources and ingenuity of local air districts to ensure that this trend continues into the future."

California's Progress Toward Clean Air is available for download at capcoa.org. Highlights include:

- Since 2000, air quality has steadily improved even as statewide population has increased. For example, in 2013 Ventura County experienced its cleanest year on record. Over the last 20 years, California's population increased by 22 percent and average daily miles driven increased by 45 percent. Over the same time, statewide emissions of smog-forming pollutants decreased by over 50 percent.
- An estimated 63 percent of California residents reside in areas that meet the federal standard for ground-level ozone, compared to only 24 percent in 1990.
- Particulate Matter is the air pollutant that poses the greatest risk to public health.

CAPCOA is a non-profit association of the air pollution control officers from all 35 local air quality agencies throughout California. To learn more, visit capcoa.org.

VCEDA News is the official publication of the Ventura County Economic Development Association (VCEDA) and is published every other month with the cooperation of the Pacific Coast Business Times. A concerted effort has been made to ensure the accuracy of information contained in this publication. VCEDA and the publisher do not warrant or guarantee the correctness of information furnished them, nor against the possibility of errors, omissions or inaccuracies.

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Copy deadline for next edition:
Friday, August 8, 2014

Produced by
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VCEDA Membership Application

Company _____

Contact Name _____ Title _____

Address _____

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Phone _____ Fax _____

E-mail _____ Web-site _____

Number of Employees _____ Industry Sector _____

Brief Description _____

_____

Referred by _____

For your convenience, we accept MasterCard and Visa: MC/VISA _____

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Annual Membership Dues:

- ☐ Company *(1-39 Emp.)* **$400**
- ☐ Company *(40-79 Emp.)* **$800**
- ☐ Company *(80-139 Emp.)* **$1200**
- ☐ Company *(140-219 Emp.)* **$1800**
- ☐ Company *(220-299 Emp.)* **$2400**
- ☐ Company *(300+ Emp.)* **$3600**

Total $ _____

Make checks payable to:

VCEDA
4219 Transport Street
Ventura, CA 93003

Phone: 805-676-1332
Fax: 805-676-1362
Web: www.vceda.org
E-Mail: info@vceda.org
VCEDA Tax ID #95-1905685

Since 1949
VCEDA
Advocacy • Intelligence • Networking • Support

What Is Your Return on Investment?

VCEDA is a 501(c)6 organization led by a volunteer Board of Directors comprised of regional business leaders. VCEDA is an influential organization that has credibility with national, state and local elected officials, government staffs, the media, other organizations and the public. Our strength is enhanced through local, regional, and statewide partnerships, collaborations, and alliances. Membership in VCEDA leverages the power of a unified group focused on strengthening the economy.

- **Advocacy** – A voice at the local and state level on issues that impact business. VCEDA fights on a daily basis for a regulatory environment that supports business retention and expansion while maintaining a vital quality of life in the region.
- **Intelligence** – VCEDA disseminates information to members to help them address and stay ahead of the challenging issues facing business.
- **Networking** – VCEDA gives members an opportunity to interact with civic, corporate, small business and government leaders to establish relationships and networks vital to the success of their business.
- **Support** – VCEDA helps members navigate through the bureaucracy of local government and acts a liaison and ombudsman for business.

Serving as the voice of business since 1949!

- **ENVIRONMENTAL POLICY**
- **GOVERNMENT REGULATION**
- **HOUSING**
- **LAND USE**
- **MILITARY BASE RETENTION**
- **SUSTAINABILITY**
- **TELECOMMUNICATIONS**
- **TRANSPORTATION**
- **WORKFORCE EDUCATION**

For membership information, please contact the Ventura County Economic Development Association (VCEDA) at **805-676-1332 or www.vceda.org**