



## **EXECUTIVE SUMMARY**

### **Introduction**

This business plan addresses a variety of issues associated with creating and operating a green business incubator in Oakland, California. It was developed based on a market feasibility analysis focused on Oakland, California, conducted by the Bay Area Business RoundTable (BABRT). Development of a market feasibility analysis and business plan was subsidized by Alameda County Public Health Department and the City of Oakland Community and Economic Development Agency funds.

### **Purpose**

The proposed mission of the incubator is to stimulate the Oakland economy and the growth of green technology-based start-up companies, as well as other compatible businesses in Oakland. By fulfilling this mission, the incubator would contribute to job creation, and would also enhance the economic health to the region.

### **Description**

The green business incubator would provide local new and emerging green technology and compatible businesses, with an environment that could support their start-up phase, increasing their likelihood of success. The proposed incubator includes facility space, flexible leases, shared use of common office equipment, direct-business assistance and guidance, mentoring, networking to capital, and other technical resources.

A network of existing resources in the community would be developed to support incubator client needs. Approximately six to ten client businesses at a time would be served within the incubator. The facility, proposed at 12,000 to 15,000 square feet, would include a mix of office and lab space.

### **Proposed Organizational Structure**

It is intended that the incubator be implemented under a 501 (c)(3). This form of business structure seems best suited to the proposed mission and positions the incubator to accept grants and charitable donations.

The incubator would be governed by a board of approximately 7-11 members comprised of individuals with a mixture of entrepreneurial and green technology experience, representatives of key economic development organizations, and representatives of area higher education institutions. The proposed incubator would be staffed by an Executive Director whose responsibilities would be to provide and/or facilitate access to value-added services that are needed by incubator clients. The Executive Director would also recruit and screen potential new incubator clients. As well, he will manage the overall operations of the incubator.

A Facility/Program Coordinator and full-time Administrative Assistant are the only other incubator staff proposed in this plan during the initial years.

**Proposed Facility & Site**






The proposed incubator facility would be 7,000 to 15,000 total square feet with a mix of office and lab space. This business plan recommends the incubator be situated within the Airport Corridor in East Oakland, which could provide a sustainable economic base, as well as employment opportunities. The incubator could also contribute to the East Oakland *Building Healthy Communities* (EOBHC) Program that is currently underway. The BABRT will also consider alternative sites for establishing the Green Business Incubator.

**Budget and Financial Estimates**

To make the project viable, funding must be sought. The most promising sources for funding include private sector sponsors and public investments.

**Evaluation Factors**

This business plan considers the proposed incubator as an important mechanism in the economic development toolkit for the area that would be a means to:

-  Create new job opportunities for area residents
-  Create higher wage jobs
-  Better leverage intellectual property from the local academic institutions and other research institutes
-  Contribute to the growth and success of emerging green technology businesses
-  Generate new tax revenue for the City of Oakland

These factors would provide the long-term metrics against which to measure the success of the incubator.

**Next Steps**

Once this business plan is published, Phase I - Planning Phase, will be complete. Interested parties will need to determine whether or not to proceed to Phase II - Project Implementation and Resource Development. An implementation outline is included in this document.