



CITY OF LODI

COUNCIL COMMUNICATION

AGENDA TITLE: San Joaquin Partnership 1996-97 Fiscal Year Invoice

MEETING DATE: Wednesday July 17, 1996

PREPARED BY: Kirk J. Evans, Assistant to the City Manager

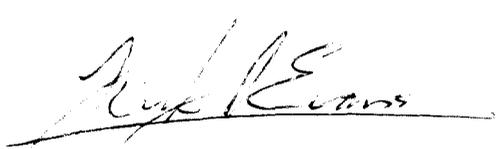
RECOMMENDED ACTION: That City Council by motion action approve payment of the San Joaquin Partnership 1996-97 Fiscal Year Invoice in the amount of \$20,000.

BACKGROUND INFORMATION: The San Joaquin Partnership represents and promotes the City of Lodi and all other cities in this county with five major goals in mind:

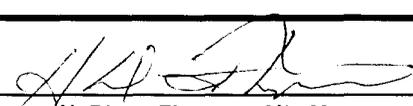
- I. To foster a positive business image for San Joaquin County.
- II. To recruit targeted businesses and industries that create quality jobs.
- III. To enhance local business growth and expansion.
- IV. To make San Joaquin County a major competitor in the Central Valley and California.
- V. To play a lead economic development role while building cooperative relationships with other economic development entities.

Mike Locke, President and CEO of the S.J. Partnership will be present at the Council meeting to provide a report on the partnership's activities and answer questions from City Council.

FUNDING: Will use current budgeted funds


Kirk J. Evans
Assistant to the City Manager

APPROVED: _____


H. Dixon Flynn -- City Manager

SAN JOAQUIN PARTNERSHIP

Creating Jobs for San Joaquin County

CITY OF LODI
CALL BOX 3006
LODI, CA 95241-1910

INVOICE NUMBER: 575
INVOICE DATE: 05/30/96
DUE DATE: 07/01/96

INVOICE

1996 Investment to the San Joaquin Partnership, Inc.

Annual:	Total:	20,000.00
---------	--------	-----------

Please note that the San Joaquin Partnership is a 501 (c) (6) non-profit organization. Payments are not deductible as charitable contributions for Federal income tax purposes. They are deductible as business expenses for most taxpayers.

Make check payable to:
San Joaquin Partnership, Inc.

Mail check to:
San Joaquin Partnership, Inc.
2800 W. March Lane, Suite #470
Stockton, CA 95219

SUBTOTAL 20,000.00

TOTAL 20,000.00

SAN JOAQUIN PARTNERSHIP

PROGRAM OF WORK

1996

**Michael E. Locke-President/CEO
San Joaquin Partnership/Business Council, Inc.
December 1995**

SAN JOAQUIN PARTNERSHIP

GOALS AND OBJECTIVES

The San Joaquin Partnership focuses organizational resources on clear goals and objectives. The following goals were established by the Board of Directors in 1992 and remain viable and realistic for the future.

- I. To foster a positive business image for San Joaquin County;
- II. To recruit targeted businesses and industries that create quality jobs;
- III. To enhance local business growth and expansion;
- IV. To make San Joaquin County a major competitor in the Central Valley and California;
- V. To play a lead economic development role while building cooperative relationships with other economic development entities.

To refine these goals into actionable tasks, specific objectives are established on an annual basis. These objectives will then be carried out through the annual work program.

SPECIFIC OBJECTIVES FOR 1996

1. Job Creation

Recruit targeted business and industries that will create 2,000 jobs in 1996.

2. Marketing and Outreach Plan

We will continue the implementation of the Marketing and Outreach Plan. Staff will present to the Board of Directors a detailed status report and evaluation of effectiveness in the second quarter of 1996. Based on the fundings and the results of the efforts of the Image Task Force, modifications to the plan elements may be required.

3. Sites and Resources

The objective of the task force is to enhance the Partnership data base, define and understand development cost, identify and recommend actions for resolving infrastructure deficits and recommend financing alternatives and incentives to enhance San Joaquin County's regional competitiveness. The information building process coupled with the review and development of long term implementation strategies are critical to achieve and maintain a competitive place in the market.

The 1996 objective is to conclude the work tasks with a report and recommendation to the Board by June 1996. The report will focus on the available industrial resources, data base and its management impact fees, financing and incentives on a County-wide basis.

4. Leadership Involvement and Enhancement

The Partnership will continue the development sponsorship and support of programs to expand public and private leadership involvement in Partnership programs through Ad-Hoc task forces, committee involvement and enhanced membership meetings and communication tools.

5. Membership and Fundraising

The Membership and Fundraising Committee is a joint committee representing both the Partnership and the Business Council. The committee has recommended, and each Board's enacted, membership policies to assure access for membership and consistency of member status.

The Committee is working to expand present membership by ten percent and to increase financial participation by the same ten percent.

The priority for action includes the renewal of initial five year commitments and the broadening of participation geographically within the county.

The importance and success of this effort cannot be understated and requires a committee effort of all members.

SAN JOAQUIN PARTNERSHIP

PROGRAM OF WORK

The Program of Work for the San Joaquin Partnership is divided into three broad task areas as follows:

- I. ORGANIZATIONAL TASKS**
- II. OPERATIONAL (RECURRING) TASKS**
- III. INITIATIVES (NON-RECURRING) TASKS**

In this manner tasks can be more clearly defined as to purpose and accountability for performance accountability. The structure provides further definition of these three broad areas in functional divisions and then into specific tasks responsibilities.

I. ORGANIZATIONAL TASKS

- A. Board of Directors, advisory and support services**
 - 1. Agenda, staff report, minutes, etc.
 - 2. Member interaction and inquiry response
 - 3. Meeting organization and facilitation

- B. Public Agency/Community Organization**
 - 1. Agency/community meeting
 - 2. Technical assistance/training
 - 3. Focused services

- C. Administrative/Accounting/Personnel Services**
 - 1. General ledger accounting
 - 2. Payroll/employee benefits
 - 3. Budget development and management
 - 4. Processing receivables/payables

II. OPERATIONAL (RECURRING) TASKS

- A. Communications**
 - 1. Newsletter
 - 2. Workshops/conferences
 - 3. Press releases, announcements

- B. Data/Information Development Analysis**
 - 1. Property data bank
 - 2. Brochure development
 - 3. Demographic and statistical data
 - 4. Economic profiles

- C. Client Services
 - 1. Client response
 - 2. Site research and analysis
 - 3. Site visits, agency coordination

- D. Marketing & Outreach
 - 1. Media identification
 - 2. Copy preparation
 - 3. Advertising negotiation and placement
 - 4. Trade Show/Direct Contact

- E. Professional Development
 - 1. Internal/external training
 - 2. Conferences/seminars
 - 3. In-house workshops

- F. Investor Services
 - 1. Communication
 - 2. Participation and information
 - 3. Directory

III. INITIATIVES (NON-RECURRING) TASKS

- A. Sites and Resources Task Force
 - 1. Research
 - 2. Analysis of data
 - 3. Data upgrade and maintenance
 - 4. Constraint identification
 - 5. Options to enhance competitiveness

- B. Joint Membership and Fundraising Task Force
 - 1. Joint membership/fundraising policy recommendation
 - 2. Targeted recruitment
 - 3. Attraction and closure

- C. Image Task Force
 - 1. Strategy development.
 - 2. Program definition.
 - 3. Implementation tasks.

- D. Transportation Task Force
 - 1. Objectives definition.
 - 2. Implementation tasks.

E. Data Management System

1. System definition.
2. Hardware/software upgrade.
3. Program implementation.

SAN JOAQUIN PARTNERSHIP

PROGRAM OF WORK

In addition to the overall program of the San Joaquin Partnership, four additional task forces have been authorized by the Board of Directors of the Partnership: 1) Sites and Resources; 2) Membership and Fundraising; 3) Image; and 4) Transportation. Each of these task forces will remain in effect into 1996 and beyond.

Each Task Force is managed by from two to six members from the Board of Directors. In addition, both Partnership Members as well as public agency participation is sought to provide expertise, and geographic and agency balance.

The role of each Task Force is identified in the attached outline. With each Task Force, first and foremost we want to accomplish the task we've set about. Secondly, we hope to enhance participation, improve communication between private/public sectors and between communities.

Finally, we want to achieve, as a result of the Task Force efforts, an enhanced, coordinated and aggressive marketing campaign. In addition, we should improve our property data systems and advance the competitiveness and marketability of properties throughout San Joaquin County.

While these goals are ambitious, we are only limited in our success by obstacles and constraints which we have the capability to avoid or overcome by our collective efforts.

I. Organizational Tasks

The organizational task, as identified in the outline, defines those work tasks and products related to the Board of Directors, Public Agency involvement and internal support services. These tasks are repetitive in nature in terms of process but change routinely in terms of content. The establishment of the quarterly operational and financial reporting process will reallocate some of the tasks but should not significantly increase required work hours. In 1996 the Partnership will assume the responsibility for financial records and budget administration of the Business Council.

II. Recurring Tasks

The structure of recurring tasks requires splitting out of the sub-categories due to the diversity of the work tasks within the division. The elements in the grouping are the recognition that these activities occur on a continuing basis and absorbs an estimated 75% of assignable work hours.

A. Communications

This work area involves research development, coordination required to produce copy ready products relating to the various advertising and communications products utilized by the Partnership. This area will expand as marketing workshops, training and programs implementation are initiated and implemented in 1996.

B. Data/Information Development Analysis

This task area includes the support services for maintaining the site data bank, annual brochure, demographic and statistical update.

Beginning in 1996, the Partnership, in collaboration with the University of the Pacific, Eberhardt School of Business, will publish a series of profiles on economic changes in San Joaquin County.

In addition, work tasks related to the task forces are anticipated to increase the work load relating to both sites and resources and marketing and outreach. Integrating of the new work programs, that evolve from the task forces, will require a greater work effort in all areas.

C. Client Services

Client Services remains the single highest priority and the focal point of our work tasks. **The section requires support from all other work elements.** It is anticipated that demand will increase as the marketing and competitiveness activities increase both in content and expanse of activities. Activities range from a simple response to in depth analysis and multiple client visits. A significant portion of work relates to public agency coordination and facilitation. This effort addresses the myriad of locational concerns and often necessitates the development of an independently prepared matrix for client consideration.

D. Marketing and Outreach

The Marketing and Outreach Program is critical as a primary goal of the Partnership providing a Regional Marketing Plan geared to attract key industrial brokers and targeted industrial clients. This program requires an ongoing presence in International, National, State, Regional and Local media to showcase the business opportunity in San Joaquin County. This program area will be significantly increased in 1996 with the results focusing on the Marketing/Outreach Plan.

The expansion into Partnership generated Trade Shows and client missions will necessitate greater direct involvement of investors and public agency participation following conclusion of appropriate training.

E. Professional Development

The professional development is designed to enhance the skills of the Partnership staff and to expose and enhance public agency staff involvement in economic development.

In addition, training components are being designed for those in the public and private entities who are directly involved in Partnership programs. These are being scheduled on a quarterly basis and would be conducted by both staff and outside resources. A portion of the program structure is pending with the conclusion of the Task Force effort.

F. Investor Services

There is a need to broaden the communication and participation by the investors in the Partnership. This broadened participation includes involvement in efforts such as the Task Forces as well as an expanded membership workshops. It is planned to have four membership activities a year and to provide a regular newsletter to the membership. In addition, ad-hoc task force client visits and mini-missions are being designed to involve more direct member participation.

The membership directory will remain a primary business index and source for business support both within the membership and to new business in San Joaquin County.

III. Non-Recurring Tasks

A. Sites and Resources Task Force

This task force serves to address the issues related to site information and resources for infrastructure and services. The task force will focus on fees, charges, alternative financing and incentives. Attachment "A" outlines the Task Forces organization and goals.

B. Marketing and Outreach Task Force

This task force will be reconvened to assist in evaluating the Plan results. This effort is scheduled for the second quarter of 1996 with the intent of recommending any changes, deletions, or additions to the Program.

C. Joint Membership & Fundraising Task Force

The Partnership and the Business Council function through the support of its member investors. This necessitates a continuing effort of renewal of commitment and solicitation of new members to continue and/or expand the programs of the Partnership and Business Council. The Task Force will remain the focal point to member development and retention.

D. Image Task Force

Mission and goals in development.

E. Transportation Task Force

Mission and goals in development.

SAN JOAQUIN PARTNERSHIP

Progress Report -May 24, 1996

The San Joaquin Partnership's mission is to directly assist in the community-wide effort to create 35,000 jobs in San Joaquin County over a five year period.

Specific Accomplishments:

Goal: To recruit business and industries that create new jobs.

- The San Joaquin Partnership has played a key role in successfully attracting 56 new firms to San Joaquin County. These projects will create 5,687 initial jobs with the potential of 7,814 plus over the long term. According to the 1992 Cooper's & Lybrand analysis of the number of jobs needed to achieve the county-wide goal of 35,000, the San Joaquin Partnership has established 9,900 jobs as its five year goal for 1992 - 1996. As of this date, the Partnership is well within yearly benchmarks set to attain this goal.
- Through the Partnership's efforts, awareness and interest in San Joaquin County on the part of prospective industry is increasing. In 1993, The San Joaquin Partnership worked with 65 new clients or firms. Coupled with the 1992 client list the Partnership worked with 140 clients during the first two years of its program. Out of this 140 there were six announcements during 1993, including: Nestle', Kubota Tractor, Aqua Hoist, and Complas. These announcements resulted in more than 900 new jobs.

In 1994, the Partnership worked with 98 new clients out of which there were sixteen formal announcements. These new companies included: Nestle' Refrigerated Foods, DSC Logistics, AM Castle, Hubbard Milling, National Service and Supply, Ultimate Container, UND Flight Training School, Iris USA, Spring Anesthesiology Group, Farmington Fresh, and Advanced Metal Plating. Of these new firms, six are manufacturing, two are distribution and eight are office and service. The total of initial new jobs is 1832 with a potential of 2249.

In 1995, the Partnership worked with 113 new clients. There were 14 announcements including Duraliner of California, Americ Disc - Phase I, Fresno Trucking Company, Act I Employment, Matthews Four Seasons Redwood Products, IAS Robotics, AlphaTech, Fraser Industries, Motion Control Industries, a division of Carlisle, BooneAir and Van den Bergh Foods Company "Center of Excellence" Research and Development facility. Of these new firms, one is distribution, seven are manufacturing, five are service and one is research. The total number of initial new jobs is 1231 with a potential of 1728.

In 1996, the Partnership is working with 141 clients, 39 of which are new. There have been seven announcements to date. These are EverGreen Glass Inc., a new venture involving wine bottle recycling, Sweetner Products, Sierra Chemical Company, a manufacturing facility, KMD Distribution, Montgomery Watson, and three firms which wish to remain undisclosed at this time. The Partnership also assisted in Pacific Pre-Cut and the Marriott hotel-motel complex. The total number of new jobs is 875.

Page two

- The Partnership has been identified by the California Trade and Commerce Agency as one of the best Economic Development programs in the state and is being used as a model for other communities. A joint effort with TeamCalifornia resulted in the Trends 2000 Trade Show, whose goal was to entice businesses to leave California, moving its efforts to New York.
- Staff attended numerous trade shows, promotions and special events promoting San Joaquin County in 1995 including: Society of Industrial and Office Realtors (SIOR) Megatrends in San Francisco in March, the Tulare Farm and Equipment Show, Trends 2000, Plastics USA in Chicago in September and the Megashow, a joint show with the International Exposition for Food Processors and the Dairy Association also in Chicago in November.
- The Partnership formed two task forces, Sites and Resources and Marketing and Outreach, to enhance comprehensiveness of site data, improve San Joaquin County's competitiveness and develop the 1995- 1996 Marketing Plan. The Marketing and Outreach Task Force made its recommendations to the Partnership Board of Directors in December, 1994 completing its purpose of developing a 1995-1996 Marketing Plan. The Sites & Resources Task Force has formed sub-committees which are in the process of meeting in preparation for its final report anticipated in early 1996.
- In 1994, The Partnership placed a two-thirds page four-color ad in several trade publications : *Area Development*, *US Real Estate Register*, *Expansion Management*, *Business Journal* supplements, and *California Strategies*. From June to December, 1994 we received 108 responses to these placements from qualified businesses looking to expand or relocate.

In 1995, the Partnership placed a two-thirds four-color ad in **directory** issues of *California Manufacturer*, *Area Development* and *Expansion Management* and a half-page four-color ad in *Plant Sites and Parks* directory issue. A two-thirds page, four color ad was placed in *Expansion Management's* January/February issue, and February 1995 issues of *California Strategies*. A two thirds page four-color ad and several boldface type listings were placed in *US Real Estate Register*. A boldface type listing was placed in the directory issue of *Business Facilities*. A two-thirds page, four-color ad was placed in the October issue of *World Trade*. We received more than 200 responses to the placements.

Vanguard Press was hired to design and develop all ads for 1995- 1996.

The 1995 Marketing Plan included placements in four target market publications. All of the target marketing funds were utilized. Ads were placed in *Plant Sites & Parks* September issue distributed at the MEGASHOW - **Food Processing** in Chicago and *Area Development's Corporate Location Guide - Automotive*, distributed at Equip Auto '95 International Auto Show in Paris, France, in October, 1995 and at the **Automotive** Equipment Show in Detroit February 26-29, 1996. It was also distributed to 16,000 CEO's of the leading automotive companies and suppliers. An ad was placed in the October issue of *World Trade* focusing on the **Electronics** industry. An ad was placed in the December 1995 issue of *Site Selection* targeted for the **Plastics** industry and distributed to 40,000 CEO's and decision makers in the US, Europe & Asia.

Additional placements included an opinion /editorial article in the San Diego Business Journal *Ventures West* supplement, and an opinion /editorial in *Outlook California*, a collaborative effort in conjunction with Team California, other California economic development agencies

Page three

and the World Economic Development Alliance, an ad and editorial in the September *Corporate Location & Expansion* supplement to the LA Business Journal.

- The 1996 ad placements are in the directory issues of *Area Development*, *Business Facilities*, *California Manufacturer*, *Expansion Management*, *Plant Sites & Parks*, *Site Selection* and *World Trade*. An ad with additional boldface listings as well as property descriptions has been booked for *US. Real Estate Register*, which will also be placed on the Internet. Additional placements are scheduled for *California Strategies*, *Expansion Management* and *Site Selection*.
- The 1996 Membership Directory was distributed in March. This directory lists all investor/members of the San Joaquin Partnership/Business Council, Inc. alphabetically and by business type with SIC code and a brief description. This was distributed to the investors and is also given out to prospective business and industry.

Goal : To foster a positive business image for San Joaquin County

- A Public Policy Task Force composed of business leaders from throughout San Joaquin County was formed by the Business Council in 1993 as the result of a Business Assessment Study. The Task Force meets at need regarding issues of Public Policy such as Downtown Revitalization, Business Retention and it has been instrumental in the organization of the Business Leadership Summit, a day-long business conference featuring national and internationally known public figures. Summit One was held October 8, 1994. Summit Two was held September 30, 1995. Summit Three is scheduled for October 5, 1996.
- The San Joaquin Partnership and Business Council Boards of Directors supported efforts to urge the Federal Emergency Management Agency (FEMA) to consider the economic impacts of declaring most of Stockton a flood-hazard zone. The Boards of both entities have been active with state and federal officials at the highest level to resolve the designation issue or seek special legislation. A sub-committee of the Business Council Board of Directors was established to facilitate communication with the City of Stockton. A resolution was sent to FEMA directors in Washington, DC requesting the agency allow time for the City of Stockton to prepare a public works project to resolve levee issues. This effort was successful to date in allowing time for levee renovations prior to FEMA publishing the maps.
- A four-color brochure describing the cities of San Joaquin County along with an *Economic Review* was updated and produced during 1994 along with demographics, fact sheet, and site and facility flyers. The *Economic Review* was completed for distribution in January 1995. It is our primary first response tool to inquiries received via advertising placements, directory listings and trade show inquiries. It is also distributed to brokers, chambers of commerce and economic development departments within each city. It will be updated during the summer of 1996.
- The Partnership initiated a effort, through the California Association for Local Economic Development (CALED), that resulted in a new high-profile identification with Pacific Bell and Valley Yellow Pages for telephone directory listing under a new heading of "Economic Development".

Goal : To make San Joaquin County a major competitor in the Central Valley and in California while building consensus among the County's leadership.

- To facilitate consensus and communication and broaden public sector support, the Partnership broadened its leadership to include a representative from the Cities of Escalon, Lathrop, Lodi, Manteca, Ripon, Stockton and Tracy to its Board of Directors.
- The Sites and Resources and Marketing and Outreach Task Forces are composed of members of the San Joaquin Partnership Board of Directors and private sector investors and local Economic Development group leaders.
- A four-color brochure describing each of San Joaquin County's seven cities was completed in 1995. Representatives from each city worked with Partnership staff on the design and data for the brochures which were distributed in July. A formal presentation was made to the city councils of Escalon, Lathrop, Lodi, Manteca, Ripon, Stockton and Tracy. The brochures were mailed to Partnership investors and are sent to businesses and industries inquiring about locating to San Joaquin County.
- In September, 1994, the Partnership hired Mark Waterhouse, Garnet Consulting, to determine San Joaquin County's "pro-business" posture. His findings indicated the strong need for increased coordination between the Partnership, PIC/EDA, and the economic development efforts of each city.
- In March, 1995, the Partnership sponsored a Teambuilding Workshop with Garnet Consulting and the entities mentioned above. This was the beginning of an ongoing effort to enhance the coordination of economic development efforts and help make San Joaquin County more competitive in the marketplace for new jobs. The Communities Coordination Committee (CCC) meets on a regular monthly basis and has completed work on revising client information forms, property listings and is currently working on the development of community tours and computer coordination. The CCC is composed of representatives from the cities of Escalon, Lodi, Lathrop, Manteca, Ripon, Stockton and Tracy, the Private Industry Council (PIC) and representation of the County Planning Department.
- In January, 1995, the Partnership began a process of facilitating a series of meetings between the Wet Industry Dischargers of Stockton (WID) and the City of Stockton to enhance communication and resolve outstanding issues to assure industrial participation in those actions affecting economics and production.
- The Greater Stockton Chamber of Commerce, Association of Realtors and San Joaquin Partnership worked together in collaboration with *Comstocks* magazine to produce a San Joaquin County Regional Report distributed in July, 1995.
- The Greater Stockton Chamber of Commerce and the Partnership are working together through a private vendor on a book about the greater Stockton area that chronicles the community's achievements and will be used in business and industry recruitment as a marketing tool to illustrate the benefits of a Stockton and San Joaquin County location. The book will have a five year shelf life and is expected to be completed by June, 1996.

Page five

- The San Joaquin Partnership was a co-sponsor of the Greater Stockton Chamber of Commerce 31st annual Industrial Barbecue held September 20, 1995, honoring new and expanded manufacturers and distributors in San Joaquin County.
- The San Joaquin Partnership was a sponsor of the October 20, 1995 "Meet the Policy Makers" dinner.
- The San Joaquin Partnership participated in the Transportation Enhancement Activities (TEA) program of the San Joaquin County Council of Governments (COG). The TEA program's objective was to rank the top three improvement projects for San Joaquin County to include Stockton's Charter Way and Center Street, and Lodi's Multimodal Station Clocktower, respectively.
- A General Membership meeting was held December 6, 1995. Representatives from the seven cities, the County and State participated in the meeting which focused on community revitalization.
- An Annual Meeting was held February 22, 1996 to update investors on the progress of the Partnership, to announce the location of Van den Bergh Foods' "Center of Excellence".
- The San Joaquin Partnership is a sponsor of the Newspaper-in-Education program. This program provides copies of *The Record* for students in San Joaquin County and the Mother Lode for in-class use.

The Partnership is working in conjunction with the University of the Pacific's Eberhardt School of Business on a quarterly survey of San Joaquin County businesses. This confidential survey parallels the National Association of Purchasing Management's survey, but is designed to provide useful local data. Results will be published quarterly.