

COUNCIL COMMUNICATION

TO: THE CITY COUNCIL
FROM: THE CITY MANAGER'S OFFICE

DATE:
June 17, 1987

NO.

SUBJECT:

CONSIDER REQUEST FOR ADDITIONAL FUNDS TO PAY STRATEGIC PLAN BILL

RECOMMENDED ACTION:

That the City Council consider appropriating an additional \$2110 to assist in defraying the deficit as incurred by the San Joaquin Strategic Plan Corporation.

BACKGROUND INFORMATION:

On June 19, 1985 the City Council approved an agreement to participate in the San Joaquin Strategic Plan and appropriated \$10,050.00 as the City's share of the public funding. Funding was also to be raised from the private sector by members of the Strategic Plan Board of Directors.

The Corporation has concluded its work and forwarded the final document to the Mayor, however, a money problem has developed. Although all the cities and the county provided funding as requested, the donations from the private sector fell short of expectations and the Strategic Plan has bills of \$20,000. The majority of the debt is owed to URSA Institute, the prime contractor, and Fast Track, Inc., a firm providing secretarial assistance for minutes, agendas and report preparation. The officers of the Corporation on behalf of the Board of Directors are requesting the contributing public agencies to assume the outstanding indebtedness with Lodi's share being \$10,050.


James B. Schroeder
Community Development Director

Attachments

CC/7/TXTD.01B

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May 1, 1987

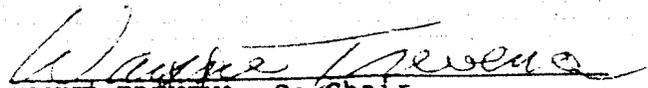
absolve the outstanding indebtedness owed to the Corporation's Contractors, URSA Institute and Fast Track, Inc.

We would request that you place this matter for consideration before your Council at the earliest possible date so that this matter might be concluded and the efforts of dissolving the Corporation commenced.

If you have any questions in regards to this request or are desirous of presentation at your meeting, please contact either Michael Locke, City Manager, City of Tracy or Wayne Trevena of Moss and Craig at your convenience.

Sincerely,


MICHAEL E. LOCKE, Co-Chair


WAYNE TREVENA, Co-Chair


MARCELLO LOPEZ, Secretary Treasurer

MEL:jed



San Joaquin County Strategic Plan

Strategies For A Successful Tomorrow



BOARD OF DIRECTORS

Michael E. Locke
Co-Chair
Wayne Trevena
Co-Chair
Marcelo Lopez
Treasurer

SAN JOAQUIN COUNTY STRATEGIC PLAN

Minutes
Board of Directors Meeting
March 7, 1987

Leonard Beeman
Candace Blue
Carl Burton
Robert Brocchini
Ron Coale
Edward Craig
Lincoln Ellis
Barbara Fass
Ed Feichtmeir
J.H. Foster
Charles Hammond
Michael Machado
Loralee McGaughey
George Mendoza
Glenn Page
Bill Perry
James Schroeder
D. David Smith
Sidney Turoff
Phillip Wallace
Doug Wilhoit

Larry Scrib
representing
John Garamendi

Coordinator
Fast Track
Joycelyn Ward
Alison Hudson

Attendance:

Wayne Trevena
Edward Criag
Bill Perry
Leonard Beeman
Loralee McGaughey

Marcelo Lopez
George Mendoza
Barbara Fass
Candace Blue
David Smith

Other:

Jim King
Larry Sorini
Bob Morrison
Ed Coy
Don Mathews

Joycelyn Ward
Wayne Brown
John Cheadle
Dave Rowlands
Mark Ornellas

Absent:

Michael Locke
Ron Coale
Ed Feichtmeir
Charles Hammond
James Schroeder
Phillip Wallace

Robert Brocchini
Lincoln Ellis
J.H. Foster
Michael Machado
Sidney Turoff
Doug Wilhoit

The meeting was called to order at 9:07 by Co-Chair Wayne Trevena.
Jim King presented an overview of the responses to the URSA report.

1 Points of Agreement

- . The need for county-wide co-ordination
- . One economic development institution
- . Emphasis on business expansion
- . Small business focus
- . Overall goals
- . Public private partnership
- . City/County participation
- . Continued strategic planning

1. Points of Agreement

- . The need for county-wide co-operation
- . One economic development institution
- . Emphasis on business expansion
- . Small business focus
- . Overall goals
- . Public private partnership
- . City/County participation
- . Continued strategic planning

2. Points of Disagreement

- . Organizational framework
- . Functional responsibilities
- . Funding

3. Key Issues

- . Composition of the economic development board

how large?
who appoints?
who recommends?
selection criteria?
coverage?

- . Functional Responsibilities

advise?
coordinate?
control?

- . Funding

how much?
how long?
source?
mix of use?

4. Framework For Discussion

- . Organizational Framework
 - Restructured EDA
 - Strategic Plan Inc. in Lead
 - New Agency
 - Existing EDA

- . Functional Responsibilities
 - Strategic Planning
 - Program Coordination
 - Site Location
 - Workforce Training
 - Development Planning
 - Technical Assistance
 - Financing Assistance
 - Area Marketing
 - Small Business Revolving Loan Fund
 - Small Business Development Centers

- . Funding
 - Rural Renaissance
 - Other Public
 - Private Sector
 - Fees/Charges

	URSA	EDA	Chamber	County	Rural Bureau	CEDAC	Tracy	Total
Restructured EDA		Y		Y				2
Strategic Plan Inc. in Lead	Y							1
New Agency						Y	Y	2
Existing EDA			Y					1
Strategic Planning	Y		Y	Y		Y		4
Program Coordination	Y			Y		Y	Y	4
Site Location	C			Y		Y		3
Workforce Training	C			Y				2
Development Planning	Y			Y				2
Technical Assistance	Y		Y	Y		Y		4
Financing Assistance	Y			Y		Y		3
Area Marketing	C		Y	Y		Y		4
Small Business Revolving Loan Fund						Y		1
Small Business Development Centers						Y		1
Rural Renaissance	Y			Y		Y		3
Other Public	Y			Y		Y		3
Private Sector	Y					Y		2
Fees/Charges						Y		1

Y= Yes

C= Coordinate only

MOTION #1 by Bill Perry and seconded by Lorelee McGaughey to accept the key issues identified by Jim King as the areas to be discussed. Unanimously approved.

The floor was opened to presentations. Marcelo Lopez, for the County, and Wayne Brown, for CEDAC, presented overviews of their respective plans. (Outlines appended to these minutes). Ed Coy declined to present since EDA is in favor of the County plan. Dave Smith stated that the Chamber of Commerce's concerns are all addressed by both the County & CEDAC.

MOTION #2 by Marcelo Lopez to accept the strategic plan, the responses received both written and oral and other corresponding materials as the final work product. Seconded by Candace Blue. Unanimously approved.

MOTION #3 by David Smith that the process for coordinating, and managing county wide development activities assigning roles and responsibilities reflected in exhibit D (Financial Relationships) contained in workshop report 5 (Recommended Action Plan for Economic Development) not be adopted by the Strategic Plan Inc. Seconded by George Mendoza. Unanimously approved.

MOTION #4 by Dave Smith to accept the plan as presented by the County of San Joaquin and recommendations contained in the CEDAC proposal (pg 23) that the following issues be addressed:

- . strategic planning
- . business development financing
- . small business development
- . industrial development marketing and coordination

Furthermore that agricultural interests take the form of a designated representative on the EDA Board. Seconded by Bill Perry. (Note: Motion to amend motion #4 delayed the vote on motion #4 until after the amendment to motion #4 was voted upon.)

MOTION by Barbara Fass to amend motion #4 to include 21 board members to be appointed by the Board of Supervisors and constituted:

- 5 from the Supervisorial districts
- 3 Stockton
- 2 Tracy
- 2 Manteca
- 1 Lodi
- 1 Escalon
- 1 Ripon
- 1 Agriculture
- 1 At large
- 1 Port of Stockton
- 1 Education
- 1 Chambers of Commerce
- 1 Airport

Seconded by Lorelee McGaughey. Not passed. Yes: Fass, McGaughey. No: Trevena, Craig, Mendoza, Perry, Beeman, Blue, Smith. Abstain: Lopez.

Following defeat of the amendment, motion #4 was voted upon and passed. Yes: Trevena, McGaughey, Craig, Mendoza, Perry, Beeman, Blue, Smith. No: Fass. Abstain: Lopez.

MOTION #5 by Ed Craig to recommend to EDA to change the composition of the board to include one designated agricultural representative. Seconded by Lorelee McGaughey. Passed. Yes: Trevena, McGaughey, Craig, Mendoza, Perry, Beeman, Blue, Smith. No: Fass. Abstain: Lopez.

MOTION #6 by Marcelo Lopez that the Co-Chairs be authorized to submit the recommendations of the Strategic Plan Inc. to the San Joaquin County Board of Supervisors. Seconded by Ed Craig. Unanimously approved.

Following Board discussion, counsel advised that in order for the Strategic Plan, Inc. to dissolve, all indebtedness must be cleared up. Additionally, funds will be needed for dissolution. Currently indebtedness:

URSA	\$15,921.46	
FAST TRACK	3,500.00	includes reimbursement for expenses, and services through March 6, 1987.

MOTION #7 by Candace Blue to direct the Co-Chairs to request \$25,000.00 from the County to pay the Strategic Plan, Inc.'s indebtedness and dissolution expenses with the understanding that any funds unspent for the stated purpose will be returned to the County upon dissolution of the Strategic Plan, Inc. Seconded by Bill Perry. Passed. Yes: Trevena, McGaughey, Craig, Mendoza, Perry, Beeman, Blue, Smith. No: Lopez.

Mark Ornellas was requested to develop a cost breakdown for dissolution of the corporation.

Meeting adjourned at 1:30.

URSA
INSTITUTE

**RECOMMENDED ACTION PLAN
FOR ECONOMIC DEVELOPMENT
IN SAN JOAQUIN COUNTY**

**Prepared for Workshop #6
of San Joaquin County Strategic Plan, Inc.
8 September 1986**

EXECUTIVE SUMMARY

At first blush, the proposed Strategic Plan, Inc. (SPI) work program for 1986-87 may seem like a set of rather modest steps. Yet viewed incrementally, this groundwork could significantly strengthen SPI's local influence through:

- o Understanding the actual practice of development decision-making.
- o Quantifying expected infrastructure investment needed for growth.
- o Documenting the comparative weaknesses of education resources.

Plus, beginning in the second year, SPI would be prepared to contribute:

- o Targeted marketing of high potential business opportunities.
- o Financial packaging for targeted businesses.
- o Technical assistance for new and expanding businesses.
- o Local and national exposure for image promotion campaign.

Finally, SPI would provide timely, unprecedented leadership to:

- o Coordinate the multiple partners involved in economic development.

These first-steps could rapidly propel SPI into a key growth management role.

One year from now, having completed another annual cycle of strategic planning tasks, SPI would have secured both the political support and the technical capability to perform a central, coordinating role in county-wide growth management. Two to three years from now, the county will have acquired a highly refined ability to conduct strategic planning and a more realistic sense of local capacity to influence the pace and character of economic development.

The proposed Action Plan is intended to assist SPI in 1) coordinating existing economic development efforts; and 2) consolidating the management of critical, presently scattered or missing strategic functions.

Three functions out of seven is inadequate; SPI would add the four missing functions. Getting from three functions to seven is what this plan is all about.

INTRODUCTION

In the earliest stages of this strategic planning process, we conducted an institutional audit to determine the scope and impact of current economic development activity in the county. We reached the surprising conclusion that, despite the presence of over two dozen separate groups ostensibly involved in some form of economic development, there are really only three county-wide organizations currently performing one or more of the primary strategic functions. These are:

1. The Greater Stockton Chamber of Commerce (CofC)--involved in area marketing and small business assistance.
2. The Private Industry Council (PIC)--involved in workforce training.
3. The Economic Development Association (EDA)--involved in site location.

With respect to the other four strategic functions, we found that there was little or no overall program coordination, integrated development planning, or custom-tailored technical and financing assistance.

Enter SPI. For the first time, a representative group of business and government leaders has been addressing some of the larger issues involved in local economic development. Issues such as:

- o How to achieve balanced growth of population and employment.
- o How to anticipate infrastructure needs for an expanding economy.
- o How to target high potential businesses for expanded job creation.

After nearly one year of strategic planning workshops, SPI is now prepared to enter the local growth management arena and to assume a central coordinating role in economic development affairs.

The attached report presents the rationale and recommendations for SPI's strategic initiatives. In essence, SPI will attempt to coordinate existing economic development efforts while simultaneously expanding and consolidating the range of strategic functions in the county.

I. OVERALL PROGRAM GOALS

The San Joaquin County Strategic Plan Inc. (SPI) has now been engaged in a strategic planning process for approximately one year. This process has been sequential, with research findings and member feedback and direction building on the work of each strategic planning session. There have now been five workshops with the consultants, as well as several more meetings comprised solely of Strategic Plan members to further consider key issues. This past year's work has culminated to the point where it is now appropriate to ratify and implement a strategy plan which assigns activities and responsibilities for the coming year's work and sets forth a budget in which to accomplish first year program goals.

Therefore, the purpose of this workshop is to review the Draft Action Plan, suggest any needed revisions and move toward program implementation to assist in review of this proposed Action Plan. We will first summarize briefly the key research findings and decisions which you have made to bring you to this point.

Key Findings

The Strategic Planning Process started with a data synthesis and review of task force materials and the Environmental Scan from previous strategic planning efforts. Data gaps were identified and the strategy was asked to rate the factors they thought were most important to the future prospective of the County, an institutional audit of groups and individuals involved in important functional areas such as development planning, area promotion, skill training, etc. was also conducted using the ratings from the Strategy Team on the previous Environmental Scan and from the consultant's economic audit based on additional research and comprehensive local interviews, the following recent trends and current conditions were highlighted:

- o San Joaquin County is emerging as a major regional subcenter at the fringe of the Sacramento, Bay Area and San Joaquin trading areas, and has close inter-industry linkages to all three areas;
- o Local employment trends follow the U.S. business cycle; since Aug 1981-82 U.S. recession, local employment has been growing rapidly.
- o The relative decline of downtown Stockton as a major shopping area is not atypical but can be reversed.
- o From 1975-85, the combined loss of 2700 jobs in agricultural - related industries reduced that sector's share of total employment from 31% to 22%.
- o Associated with the shift away from agriculture is the shift away from agriculture is a dramatic diversification of the county's economic base, characterized by the addition of many small plants in secondary cluster serving industries.

- o Two-thirds of all new jobs in the last five years have been in the white collar categories. One-half of all new technical crafts person and operator jobs have come from expanding electrical equipment businesses in the past 10 years, and two-thirds of all new professional and service jobs have come from the expanding services sector over the same period.
- o In 1980 the County was a net importer of workers (this has probably changed since that time especially in Tracy and Manteca).
- o Based on the consultant's forecast of employment and labor force growth, unemployment will remain high. To reduce unemployment to 7 %, an additional 11,000 jobs over and above the forecasted job growth would be required.
- o Compared to other U.S. cities ranked on quality of life indicators, the Stockton area does well on climate, housing transportation recreation, and economic outlook, and poorly on education, health care, crime and the arts. (the health ranking was later upgraded to cared for facilities missed during the ranking process).
- o Currently zoned residential land will accommodate projected population growth for 7-9 years; currently available commercial/industrial sites will accommodate job expansion for 7-9 years.
- o Projected housing needs in Stockton, Escalon and the unincorporated areas of the county are substantially above the recent average rate of construction; needs for Lodi, Manteca, Tracy and Ripon exceed the rate of construction in all years except 1984.
- o There are at least 19 groups in the county involved in economic development, not including city county government and smaller cities' chambers of commerce.

To summarize these findings, the nature of the area's economy is changing and population growth appears to be outstripping employment growth at present. While employment growth is occurring and existing capacity at currently available commercial/industrial sites indicates that even more growth could be accommodated, strategic intervention is required to boost job growth and lower the unemployment rate. Holding capacity for residential growth appears to be at the upper limits in most communities; restrictions and moratoriums are in place in some jurisdictions and could lead to slowed population growth.

We also know the economy exhibits further growth potential. Employment growth is strong and diversification is occurring. In spite of local and national problems, the county's food processing industries actually increased their share of the U.S. market in 1984. The rate of manufacturing employment growth was above the national rate from 1970 to 1980, and shipment of products increased substantially from 1981 to 1984. The retail trade sector experienced strong growth from 1977 to 1983, and the Stockton CBD had a sales ranking for better than its ranking in population size.

Definition of Need Areas and Selection of Goals

Analysis of the research led us to categorize the critical issues raised by the above findings in the following grouping, for the purposes of being addressed by strategic alternatives:

- o Unemployment
- o Diversification
- o Image
- o Holding Capacity
- o Quality of Life
- o Process for Management of Economic Development.

Once these needs were identified, Strategy Team member were presented with a set of alternative goal statements and asked to choose a more specified set of goals for the strategy. Team members selected the following goals by need area:

1. Unemployment - to reduce high and persistent unemployment toward more reasonable levels by stimulating job growth.
2. Diversification - to promote growth of core and linked industries, both existing and potential.
3. Image - to aggressively create and promote a positive image for San Joaquin County.
4. Holding Capacity - to promote infrastructure expansion required for planned growth with cooperation of all government entities.
5. Quality of Life - to enhance local educational, health care, and arts resources; to reduce the crime rate and the fear of crime; and to promote the area's strength and mitigate its weaknesses in all quality of life categories.
6. Process of Control - to promote a process for the management of county-wide economic development.

Screening Targets

Once the goals were selected, the consultants, using additional information derived from the survey of Business and Industry Conditions and the Industry Screening Analysis, presented the Strategy Team with potential targets defined to move the Team to objectives and opportunities to develop strategic initiatives.

In order to screen and select desired targets, the goal areas were combined as follows:

- o Unemployment and diversification goals, to focus on the quantitative aspects of the local economy,
- o Image and Quality of life, to focus on the qualitative aspects, and
- o Holding capacity and process of control, to focus on the policy aspects of the strategy.

Thus, potential targets were presented in three sets--economic, social and political--along with potential objectives and a range of screening criteria by which strategy team members could assess and choose target for priority consideration the economic targeting analysis identified 14 potential targets; there were social target and 6 political targets. Screening criteria varied for each target set but included such factors as job impact, environmental impact, community preference, funding prospects, and political acceptability.

The strategy Team selected the following targets:

Economic

Manufacturing:

1. Screw Machine Products, with a potential for 68 jobs.
2. Drugs, with a potential of 90 new jobs.
3. Phone and telephone apparatus, with a potential for 64 new jobs.
4. Computers and peripherals, with a potential for 23 new jobs.
5. Plastic products WEC, with a potential of 110 new jobs.

Services:

6. Advertising, with a potential for 245 new jobs.

All of the selected targets are in high growth industries, so that even though the current trade gaps might be small, the potential for employment growth is good. The immediate potential to create an estimated 600 new jobs in a good start in moving the County economy toward the joint goals of reducing unemployment and fostering diversification. The recommended Action Plan will present strategies for stimulating investment in these industries.

Social

1. To promote San Joaquin County's positive aspects, in both Quality of Life areas and Economic Outlook.
2. To work on the Negative Indicator of Education.
3. Implement a working agreement for a One Step Process for Development.
4. To Implement a Coordinated Management Process (also a political target)

Political

1. Conduct a County-Wide Study of Infrastructure Needs
2. Conduct an Infrastructure Plan

3. Set up a coordination Task Force
4. Assess Development Approval Process

Development Factors

Now that the priority targets have been selected, the Strategy Team is ready to consider an Implementation Action Plan which defines short term objectives and sets forth strategic "initiatives" or activities and assigns roles and responsibilities. Given that the capacity exists to meet the targets, the Action Plan must also address the barriers to overall goal achievement, and maximize the many opportunities facing the County. These are summarized on Exhibit A by major business location factors.

Some of the barriers listed are "image" related and can be redressed by better "marketing" of the County's assets and development of a coordinated process to manage the County's and cities' future growth. Other barriers such as holding capacity and financing limitation will require both public and private sector capital outlays. Appropriate public actions and commitments can stimulate the desired private outlays, stimulate the desired private outlays, especially in the areas of infrastructure and support of business start-ups and expansion.

On the positive side, there are many opportunities facing the County which can offset the image-related barriers and provide the impetus for stimulating the desired development activities, including the ongoing economic growth and diversification and competitive development costs. It must be stressed that in the absence of better cooperation between the county and city governments and others involved in development activities and more formalized process for managing economic growth, many of these opportunities will remain unexploited. Since the identified constraints encompass all three target sectors, the need for a cohesive and comprehensive set strategies is reemphasized.

The following section discusses the initial strategic objectives to be targeted by the Action Plan and the functional roles that could be played by local participant groups in strategy implementation.

**MATRIX OF LOCATION FACTORS
SAN JOAQUIN COUNTY'S OPPORTUNITIES**

FACTOR	OPPORTUNITIES	CONSTRAINTS
MARKET AREA	<ul style="list-style-type: none"> o major regional subcenter o urban commute field o diversification o strong employment growth o strong retail growth o strong services growth 	<ul style="list-style-type: none"> o population growth rate faster than job growth rate o high unemployment rate o vulnerability of agriculture-related industries o underutilization of downtown Stockton o cluster serving vs. cluster forming industries
BUSINESS CLIMATE	<ul style="list-style-type: none"> o positive labor/management relations o acceptable tax and regulatory environment o overall support for economic development o strong growth prospects seen by local businesses 	<ul style="list-style-type: none"> o mixed business/government relations o uncoordinated development process o limited awareness of government training and technical assistance programs o limited financing assistance o negative government image
HOLDING CAPACITY	<ul style="list-style-type: none"> o under-employed workforce o available and industrial/commercial sites o space available for business expansion 	<ul style="list-style-type: none"> o limited sewer and water capacity in some jurisdictions o limited residential-zoned land in some jurisdictions o uncertainty over location of future growth (unincorporated vs. incorporated areas)
DEVELOPMENT COSTS	<ul style="list-style-type: none"> o competitive land and construction costs and fees o comparable wages o good transportation costs and services o competitive occupancy costs 	<ul style="list-style-type: none"> o limited financing assistance o high utility costs
QUALITY OF LIFE	<ul style="list-style-type: none"> o affordable housing o good climate and recreational choices o good transportation o proximity to Sacramento and the Bay Area 	<ul style="list-style-type: none"> o poor image o high crime rate o poor education o lack of leadership to revitalize downtown Stockton

II. INITIAL STRATEGY OBJECTIVES AND ROLES

Strategic Objectives

As the economic development effort evolves, participant groups will want to periodically review their achievements, update their planning information and refine their program objectives. We recommend that the strategy team adopt a five-year planning horizon and attempt to quantify the strategic objectives in terms of efforts that will be unfolding over this time period. At the same time, we recommend a commitment to conducting ongoing, progressively refined strategic planning activities throughout this period and maintaining a flexibility to revise the strategy objectives as economic conditions change and new opportunities and/or constraints are encountered.

The following objectives are intended to provide initial guidance for the County's efforts during the first year. The objectives for the start-up phase are:

- A. To establish a vehicle to design a process for coordinating and managing County Wide development activities with an implementation plan assigning roles and responsibilities by the end of 1986.
- B. To assess County-Wide Development Approval Procedures and secure commitment of municipalities to implement a One-Step Development Process by mid-1987.
- C. To conduct a County-Wide Needs Assessment and Plan for Infrastructure by mid-1987.
- D. To screen and develop Investment Strategies for Business Target, providing 600 new manufacturing and services jobs by 1988.
- E. To prepare and disseminate materials and to promote a more Positive Image for the County.
- F. To improve the Status of Education in terms of image and linkages with new job creation.

These objectives are designed to address the goal area presented in the previous section. They should be discussed, modified (where appropriate), and adopted by the the Strategy Team, local governmental entities and participant groups as soon as possible.

Functional Strategy Options

We now want to address the functional options available for local strategy efforts and the strategy role that could be played by local participant groups. The strategy team will be asked to consider these alternative types and levels of involvement in strategic initiatives and start-up objectives.

We have identified the major strategy options in terms of the seven functions which will be undertaken by local economic development entities, these are:

1. Program coordination, including ongoing efforts to facilitate economic development initiatives and promote greater public-private partnership.

2. Development planning, including concerted efforts to assess business needs and support integrated development programming.
3. Area promotion, including expanded efforts to solicit outside investment and gain exposure for targeted local development opportunities.
4. Site preparation, including expanded efforts to solicit outside investment and gain exposure for targeted local development opportunities.
5. Skill training, including coordinated efforts to prepare the local workforce for expanding job opportunities and match local labor force skills with industry needs.
6. Technical assistance, including aggressive efforts to support local entrepreneurs in business planning and project development and upgrade management effectiveness in selected growth firms.
7. Financial packaging, including responsive efforts to provide project financing assistance for entrepreneurs and secure necessary expansion capital from available public and private sources.

We have summarized the recommended focus of the San Joaquin strategy efforts according to these functions as shown in Exhibit B.

The greatest effort should be concentrated in functions 1 and 2. We see a strong need for program coordination and county-wide leadership to promote a more effective public-private partnership. We also see a priority need for development planning, function 2, to be concentrated on the process of development approval and infrastructure investment.

Function 3, area promotion, would be focused on efforts to reverse San Joaquin's negative self-image and to attract outside investment in targeted firms in the office and business services sector and industry. Function 5, skill training, may be needed to meet the workforce needs of firms successfully attracted in these sectors. Function 6, technical assistance, should be designed to support existing local small businesses, to serve as a liaison between the business community and the public sector, to facilitate the project development process, and to cultivate an environment conducive to entrepreneurial development. Finally, function 7, financial packaging, should be geared to meet the financial needs of small start-up businesses and expanding local firms in the targeted sectors.

The recommended Action Plan will assign these strategic functions across sectors to various participant groups. The strategy team will be asked to validate these recommendations, to assess the relative priority of the recommended efforts, and to explore the potential participant group commitments required by each function.

Finally, economic development is a dynamic process which occurs over time, building upon successive accomplishments as it generates and expands its internal and external linkages. This process requires the development of an organizational capacity which addresses two functions:

MATRIX OF STRATEGY COMMITMENTS
Participant Group Functions

Strategic Function	Participant Group			
	SPI	PIC	EDA	CofC
PROGRAM COORDINATION	✓	○		
DEVELOPMENT PLANNING	✓○			
AREA MARKETING	✓			✓○
SITE LOCATION			✓○	
WORKFORCE TRAINING		✓○		
TECHNICAL ASSISTANCE	✓	○		✓
FINANCIAL ASSISTANCE	✓○			✓

KEY :

✓ = Lead Responsibility

○ = Staff Support

- o the ongoing capacity to plan, assess and implement this strategy in a comprehensive manner over the long term; and
- o the ability to perform a specific set of tasks relative to each target sector.

These two functions encompass a broad set of tasks, and there are several key entities in this development process that can assume a variety of roles and responsibilities. These roles should be clearly defined internally and readily understood by local businesspersons and outsiders. This clarity will help ensure consistency and timeliness during the development process--two critical standards which developers and investors use to evaluate their prospects in entering a local development effort. Another key to ensuring a successful development process lies in coordination of activities between the public and private sectors. In an effective public-private partnership, both sectors link together through the various phases of development to share information, communicate needs and abilities, reduce bottle-necks, and use scarce capital and other resources to the best advantage possible. For these purposes, it is essential that the county designate a lead agency which has the capacity and the credibility to undertake the technical and coordinative tasks cited above.

The crucial step is that each participant group define and accept responsibility for specific tasks as part of the process of adopting an economic development strategy. The following sections provide detailed action recommendations and estimated resource requirements for these strategy recommendations.

III. PROPOSED ECONOMIC DEVELOPMENT STRATEGY

Throughout this series of strategic planning workshops, we have stressed the interdependence of the San Joaquin economy with the Sacramento Valley region. We have identified local development activities, opportunities, constraints, and resources which can be effectively utilized by the county to improve their economic position in this open economy. We have also isolated untapped potentials that can be best pursued by an integrated, public-private partnership which encompasses the multiple functions and capabilities of participant groups presently working at cross purposes with regard to improvement of the county's economic base. Thus, the final step in the strategic planning process is to adopt and implement a coordinated Action Plan-- one which addresses the need for a broad consensus about what should be done, and induces committed participation by all key groups.

The recommended set of strategies and actions are based on an overall sense of need for both coordination of existing efforts as well as new strategic initiatives. There is much to be gained by coordination, per se. As the state-of-the-art in local economic development evolves, the combination of previously ineffective programs and increasingly limited resources is leading inexorably to a greater emphasis on systematic public-private partnership efforts to reduce development barriers and maximize local resources. The objective of these efforts is not simply to achieve greater results with current programs. Rather, the set of untapped potentials previously identified merits a set of new efforts designed to enhance the county's ability to realize its economic and social potential.

The purpose of this section is to introduce our recommended set of economic development strategies and actions. We have produced a detailed Action plan showing potential participant group responsibilities for specific actions within each strategy. We have also prepared a time-phased schedule of implementation tasks together with organizational arrangements and required resources.

The strategy team will be asked to discuss these recommendations and select the final strategy components. And, based on the adopted strategy document, they will be asked to help build a broad-based consensus and secure participant group commitments to ensure its effective and timely implementation.

The following sections present a brief discussion of the critical issues involved in strategy implementation. The first section reviews the rationale for undertaking a public-private strategy. The second section presents the detailed Action plan together with the schedule of first steps, initial programs and ongoing capacity-building activities. The third section spells out the estimated cost of first year programs.

The Strategic Plan adopted in this workshop will provide initial guidance as local participant groups move to coordinate their efforts and pool their resources. The final report will incorporate these Action Plan recommendations with the research findings and targeting priorities presented in the preceding workshops.

Rationale For Undertaking The Strategy

There are two principal reasons for viewing the economic development strategy in terms of a coordinated effort:

1. In order to achieve a more effective public-private partnership and move toward an integrated, state-of-the-art approach.

2. To realize magnified, combined impacts and maximize increasingly limited economic development resources.

We do not argue that local efforts will fail without a strategy; rather, that local groups can escape from the traditional approach known as "muddling on through." Moreover, the capacity to actually achieve desired economic development objectives can be significantly enhanced thereby.

During the past several months we have had an opportunity to examine the county's existing economic base and discuss the economic growth potential with public and private sector leaders both within the county and from other areas of the state.

The consensus which emerged from both our economic analysis and personal interviews is that the county has an opportunity to become a model community in terms of sound economic growth management within the framework of county-wide policies which protect the cities' lifestyle and anticipates the needs of further growth.

To achieve this goal, SPI will need to play a leadership role in melding the diverse groups which make up its constituency. Endless debates over growth vs. no-growth must be reduced to more specific policy issues which can be resolved through the local legislative process. SPI must also take specific actions which demonstrates its sincere interest in both economic development and quality of life considerations. Finally, SPI must energize the business and civic community to join with it in marketing the county as a good place in which to do business as well as a good place to live.

The following section will present our recommended action plan for reaching the goal of self-reliance.

RECOMMENDED ACTION PLAN

Based on the strategic options presented in previous workshops together with strategy team feedback and additional research, we recommend the adoption of a comprehensive approach that would be structured around four major objectives. Exhibit C presents the potential responsibilities of participant groups and the proposed timing of implementation efforts for a series of specific strategies and actions necessary for meeting these four objectives. The detailed recommendations are outlined below.

STRATEGY I: COORDINATE PUBLIC-PRIVATE ECONOMIC DEVELOPMENT PARTNERSHIP. The purpose of this strategy is to provide a formal network of local economic development groups that can achieve the potential synergies through pooling resources and focusing efforts.

Action A: Establishing SPI as the Primary Coordinating Vehicle for Economic Development Activity in the County.

- Task 1. Seek adoption of strategy and designation as lead agency.
- Task 2. Institutionalize strategic planning process and develop joint work program.

Action B: Consolidate Available Financing and Technical Assistance Functions under SPI Auspices.

Task 3. Secure managing authority for RLF, LDC, IRB, etc.

Task 4. Inventory and secure full range of required tools.

STRATEGY II: INSTITUTE COUNTY-WIDE PLANNING FOR ECONOMIC DEVELOPMENT. This strategy is intended to foster a more proactive approach to growth management.

Action C: Create One-Stop Development Approval Process.

Task 5. Establish a task force to compile case histories and procedures for past 18 months.

Task 6. Designate and network with primary contact in each jurisdiction.

Action D: Produce Infrastructure Plan.

Task 7. Establish a task force to compile site-specific infrastructure capacity and utilization data.

Task 8. Recommended integrated capital budgeting process.

STRATEGY III: ORGANIZE TARGETED BUSINESS MARKETING CAMPAIGN. The purpose of this strategy is to focus the county's business marketing efforts on high potential job creation opportunities.

Action E: Integrate Business Targeting with Strategic Planning Process.

Task 9. Qualify high-potential business candidates from initial target list.

Task 10. Implement high impact target business solicitation campaign.

Action F: Build Small Business Assistance Package.

Task 11. Form competitive professional staff capacity.

Task 12. Create "venture center" capability.

STRATEGY IV: INITIATIVE PUBLIC RELATIONS CAMPAIGN FOR COUNTY-WIDE ECONOMIC DEVELOPMENT. This strategy is intended to help build a broad-based consensus regarding the county's economic development objectives.

Action G: Design Economic Development Image Promotion Program.

Task 13. Monitor and publicize local economic development activities and attitudes.

Task 14. Position and produce state and national media exposure for local development opportunities.

Action H: Strengthen Utilization of Educational Resources.

- Task 15. Establish a task force to assess competitive position of local education institutions.
- Task 16. Recommend and promote stronger links between career/skill preparation and new job creation efforts.

SCHEDULE OF IMPLEMENTATION
Economic Development Strategies and Actions

Strategy	First Steps	1st Year	2nd-3rd Year	Participant Group
I. Coordinate ED				
A. Lead Agency				SPI
1. Designate/adopt	█			SPI/EDA/ CofC/PIC
2. Joint work program		█		
B. Financing Tools				SPI
3. Managing authority	█			SPI/PIC
4. Tool kit		█		
II. Initiate Planning				
C. 1-Stop Process				SPI/EDA
5. Case histories		█		SPI/EDA
6. Primary contacts			█	
D. Infrastructure Plan				SPI/EDA
7. Capacity/utilization		█		SPI
8. Capital budgeting			█	
III. Organize Targeting				
E. Business Marketing				SPI/CofC
9. Qualify targets		█		SPI/CofC
10. Target solicitation			█	
F. Small Business Tools				SPI/PIC
11. Staff capacity		█		SPI/CofC
12. Venture center			█	
IV. Initiate Public Relations				
G. ED Image				SPI/CofC
13. Monitor development	█			SPI/CofC
14. Media exposure		█		
H. Education Resources				SPI/PIC
15. Competitive status		█		SPI/PIC
16. Job creation links			█	

IV. PROCESS OF STRATEGY IMPLEMENTATION

If the county is to move toward the goal of county-wide growth management, the above strategies should be implemented during the next 12 months for several reasons.

First, the time is right for a change in the distinguished and inconsistent attitude San Joaquin County has presented to the outside world regarding economic development. Our interviews and observations about the political dynamics of San Joaquin County indicate that a strong constituency exists which would support increased coordination of economic development in the county.

Secondly, there is considerable concern over the county's infrastructure investment picture and all interests are more likely to be receptive to well conceived and fully discussed economic development initiatives to insure the continuation of balanced growth in the county.

Finally, the increasingly competitive nature of the local economic development system in California demands that San Joaquin County identify and aggressively pursue its market share or simply get left behind with a declining core area, vacant business sites, worsening unemployment and the resulting decline of the county's principal asset--its quality of life.

Timing of Proposed Actions

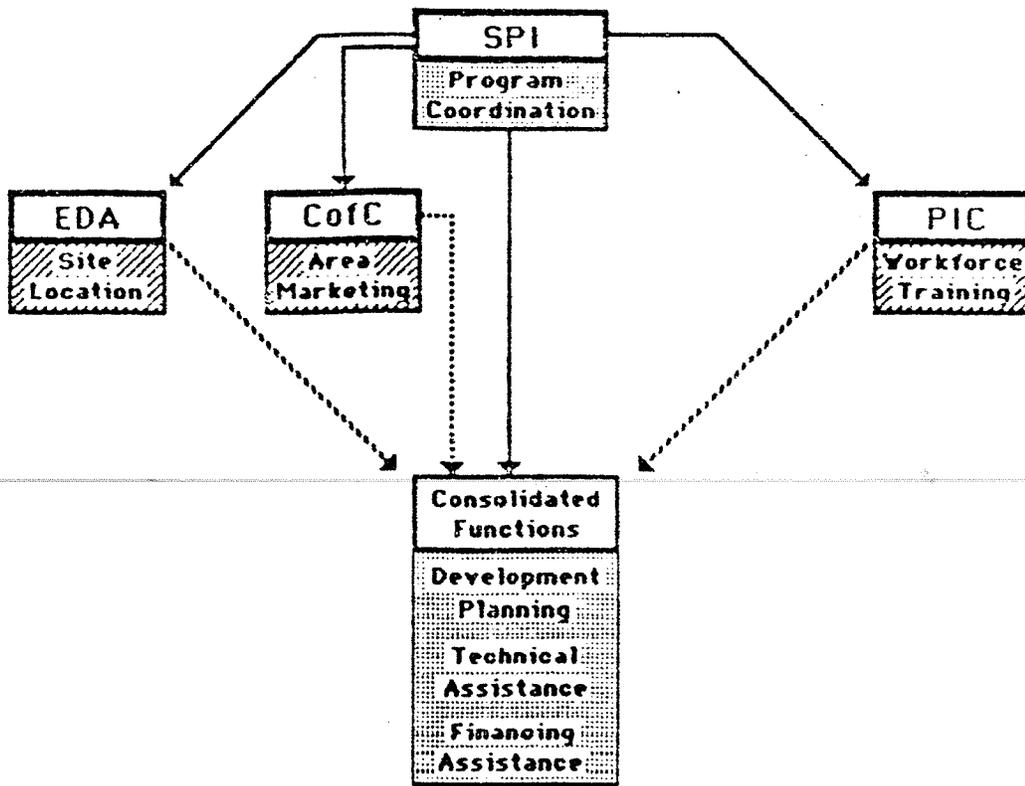
The Action Plan laid out in the previous section will address these issues if it is implemented in concert as an overall economic development program for the county and its strategic development partners.

As indicated in Exhibit C, all initial strategies should be implemented in the first year of the program which should be reviewed as a part of the normal FY 86/87 budget process for revision and or continuation in FY 87/88. Specifically:

- Strategy I: SPI should be designated by the end of the third month with staff in place by the end of the sixth month. A joint work program should be produced by the end of the first year.
- Strategy II: The one-step and infrastructure Task Forces should be operational by the end of the fourth month and complete their work by the end of the first year.
- Strategy III: The initial set of business targets should be qualified by the end of the sixth month and staff for small business assistance should be in place by the end of the ninth month.
- Strategy IV: SPI's strategy should be adopted/endorsed by all participant groups by the end of the third month and the media Task Force should be operational by the sixth month. The education Task Force should be operational by the end of the fourth month and complete its work by the end of the first year.

At the end of the first year, Task 5, 7, 9, 11, and 15 should be completed, and Tasks 6, 8, 10, 12 and 16 should be implemented. These latter tasks plus the joint work program

FUNCTIONAL RELATIONSHIPS
County-Wide Economic Development Groups



KEY :

- = Coordination Responsibility
-→ = Staff Support
- ▨ = Existing Functions
- ▤ = New Functions

ACRONYMS :

- SPI = SJC Strategic Plan Inc.
- EDA = Economic Development Association
- CoFC = Chambers of Commerce
- PIC = Private Industry Council

(Task 2), tool kit (Task 4) and media exposure (Task 14) would institute the operational plan for SPI in the second and third years.

Coordination of Participant Groups

It is self evident that coordination of these activities is central to both the individual and collective success of the Action Plan. Exhibit D illustrates these relationships, placing SPI at the center of coordination responsibilities with staff support provided by the EDA, PIC and CofC.

We recognize that the designation of SPI as a new economic development institution in the county places a heavy burden on the time and attention of the government, business and civic leaders who will be involved in the implementation of this plan. However, to do less would fail to capture the opportunities available and lead to continued engagement in lengthy debates and policy indecision which ultimately costs the county and its residents both time and money .

Therefore, we feel that the investments outlined below are fully warranted based on potential returns.

Expected Costs and Sources of Funding

We are proposing a significant program for SPI which will require both substantial front end costs and continued fiscal support by the county and municipal governments and the business community.

If this is to be an effective program these costs must be shared by those with the most to gain.

While it would be attractive to assume that "soft money" in the form of Federal/State grant and loan programs can cover all these costs it would also be highly unrealistic and in fact would not involve the level of commitment from the community that we feel is essential to meet the goal of self-reliance.

Therefore, we recommend that the initial effort in San Joaquin County be based on the assumption that all revenues to cover the costs of this program will be derived from local public and private sources and/or State/Federal subventions and financing techniques such as assessment districts, tax increment financing and revenue bonds. Exhibit E outlines estimated first year costs by strategy and suggests sources of initial funding. In summary, our proposed first year budget for implementation of the Recommended Action Plan totals \$200,000. These funds would be secured from the following sources:

Public Sector	\$150,000
Private Sector	<u>50,000</u>
	\$200,000

This is a realistic budget for the activities proposed and is in line with implementation budgets for local economic development programs throughout the state.

Moreover, if this expenditure is seen as an investment in the county, it can be anticipated that the success of the Action Plan will be more than off-set by increases in county revenues and business income in a relatively short time period.

ESTIMATED COST
 First and Subsequent Years' Program Implementation
 (\$ 000)

Strategy/Action	1st Year			2nd Year	
	New Funds	In-Kind Support	Person Years	New Funds	Person Years
I. Coordinate Partnership	\$100.0*		3	\$100.0*	3
A. Lead Agency				25.0*	3/4
B. Financing Tools				50.0*	1.5
II. Institute Planning		\$12.5*	3/8		
C. 1-Stop Process	12.5*			3/8	
D. Infrastructure Plan					
III. Organize Targeting		25.0**	3/4	50.0**	1.5
E. Business Marketing				25.0*	3/4
F. Small Business Tools					
IV. Initiate Public Relations			3/4	50.0**	1.5
G. Econ Dev Image	25.0**				
H. Education Resources	25.0*				

TOTAL BUDGET	<u>\$150.0</u>	<u>\$50.0</u>			
		\$200.0	6	\$300.0	9
		\$150.0	4.5	\$200.0	6
		\$50.0	1.5	\$100.0	3

* = Public Sector
 ** = Private Sector

APPENDICES

APPENDIX A

As promised, we have recomputed the input-output trade flows for each County industry for both 1978 and 1982. The purpose of this comparative analysis is to show the changes in County imports and exports between 1978 and 1982. The results are shown in Appendix A. The final column showing the change in the balance of trade can be quickly scanned to identify industries in which there was a significant change (\pm \$10 million). Of the 22 industries exhibiting significant change in the balance of trade, all but two industries are net exports. The two import industries are (2) meat animal and livestock; and (134) Business Services. In business services, the size of the trade gap (i.e., imports) actually declined between 1978 and 1982 from \$48.4 million to \$14.6 million. This is a hopeful sign; by targeting new business services in the strategy, the County could help to eliminate the remaining trade gap altogether over the next five years.

SAN JOAQUIN COUNTY TRADE BALANCE
(000)

	OUTPUT		BALANCE		CHANGE 78-82	
	1978	1982	1978	1982	OUTPUT	BALANCE
1 AGR - DAIRY, POULTRY PBT	175371	172879	152262	144618	2492	7644
2 AGR - MEAT ANIMAL & LIVESTOCK	67666	61125	-2013	-28994	6541	26981
3 AGR - COTTON	0	0	-592	-522	0	-170
4 AGR - FOOD & FEED GRAINS	124927	123007	24999	20901	1920	4098
5 AGR - AGR PRODUCT, N.E.C.	358841	336306	303867	285019	22535	15848
6 AGR - FORESTRY & FISHERY PBT	17094	14530	8341	6193	2544	2148
7 AGR - AGR, FOREST... SERVICES	10087	9371	-22828	-22060	716	-767
8 MINING - IRON & FERROALLOY	0	0	-461	-520	0	59
9 MINING - COPPER ORE	0	0	-33	-36	0	3
10 MINING - NONFERROUS METAL ORES	0	0	-100	-110	0	10
11 MINING - COAL	0	0	-2541	-2760	0	220
12 MINING - CRUDE PETROLEUM & GAS	6585	3496	3037	-443	3089	3480
13 MINING - STONE & GALT	4123	4123	-175	-475	0	300
14 MINING - CHEMICAL & FERTILIZER	0	0	-3399	-3124	0	-274
15 MAINTENANCE & REPAIR CONSTRUCT	27655	27855	183	-480	0	663
16 MANUF - BRONANCE	0	0	-98	-144	0	46
17 MANUF - MISSILE & SPACE VEHICLE	0	0	0	0	0	0
18 MANUF - MEAT PRODUCTS	81936	123225	61215	96457	-41290	-35242
19 MANUF - DAIRY PRODUCTS	26506	28916	17826	19314	-2410	-1489
20 MANUF - CANNED & FROZEN FOOD	149589	141824	141411	133199	7765	8212
21 MANUF - GRAIN MILL PRODUCTS	120500	137750	44695	61528	-17250	-16833
22 MANUF - BAKERY PRODUCTS	12605	14706	10533	12338	-2101	-1804
23 MANUF - SUGAR	57613	43210	35184	24384	14403	10801
24 MANUF - CONFECTIONERY PRODUCTS	0	0	-583	-568	0	6
25 MANUF - ALCOHOLIC BEVERAGES	100600	125000	90332	113352	-25000	-23020
26 MANUF - SOFT DRINK	23939	32727	19572	27285	-8788	-7712
27 MANUF - FOOD PRODUCTS, N.E.C.	51100	38462	11238	-2246	12638	13485
28 MANUF - TOBACCO	0	0	0	0	0	0
29 MANUF - FABRIC, YARN & TREND	0	0	-4208	-6914	0	2707
30 MANUF - FLOOR COVERING PET	0	0	-437	-295	0	-142
31 MANUF - TEXTILE MILL PBT	0	0	-1997	-3173	0	1177
32 MANUF - HOSIERY & KNIT GOODS	0	0	-623	-607	0	-16
33 MANUF - APPAREL	7042	5141	5303	3437	1901	1866
34 MANUF - FABRICATED TEXTILE	2871	14354	1132	11919	-11483	-10787
35 MANUF - LOGGING	0	0	-15185	-16056	0	871
36 MANUF - SAWMILL	9730	22939	-6700	11723	-13209	-19423
37 MANUF - MILLWORK, PLYWOOD	95561	48195	81265	39178	47366	42087
38 MANUF - WOODEN CONTAINER	3259	4903	2164	3823	-1644	-1639
39 MANUF - HOUSEHOLD FURNITURE	879	3153	855	3046	-2274	-2190
40 MANUF - FIXTURE	10714	13357	10547	13157	-2643	-2610
41 MANUF - PAPER PRODUCT	33112	21854	6379	-6405	11258	12784
42 MANUF - PAPERBOARD CONTAINER	16216	20270	-929	1889	-4054	-2819
43 MANUF - NEWSPAPER PRINTING	9174	10491	9146	10451	-1317	-1305
44 MANUF - PERIODICAL & BOOK PUB.	2312	2832	566	647	-520	-91
45 MANUF - PRINTING PUB, N.E.C.	5445	9858	-6172	-4094	-4413	-2078
46 MANUF - INDUSTRIAL CHEMICAL	6522	7174	-14605	-14127	-652	-478
47 MANUF - AGRICULTURAL CHEMICAL	47414	43017	16184	13236	4397	2948
48 MANUF - CHEMICAL PBT, N.E.C.	0	0	-5433	-5064	0	-370
49 MANUF - PLASTIC, RUBBER	0	0	-5434	-6106	0	622
50 MANUF - SYNTHETIC RUBBER	0	0	-42	-109	0	67

51 MANUF -BRUCCS	0	0	-6615	-7858	0	1243
52 MANUF -CLEANING & TOILET PREP	9195	11954	6733	9079	-2759	-2347
53 MANUF -PAINTS & ALLIED PRT	0	0	-2979	-2455	0	-525
54 MANUF -PETROLEUM REFINING	0	0	-35771	-36175	0	404
55 MANUF -TIRES & INNER TUBES	0	0	-4552	-4884	0	332
56 MANUF -OTHER RUBBER PRT	11494	9195	9395	6897	2299	2498
57 MANUF -PLASTIC PRODUCTS	7212	11731	-8195	-5276	-4519	-2919
58 MANUF -LEATHER TANNING	0	0	-64	-165	0	101
59 MANUF -LEATHER PRODUCTS	0	0	-200	-220	0	20
60 MANUF -GLASS	34042	42553	20732	26916	-8511	-6184
61 MANUF -CEMENT & CONCRETE	21688	25204	17207	20001	-3316	-2794
62 MANUF -STRUCTURAL CLAY	0	0	-120	-120	0	0
63 MANUF -POTTERY	0	0	-376	-454	0	78
64 MANUF -STONE & MINERAL PRT	11811	11811	7441	7442	0	0
65 MANUF -BLAST FURNACES	5517	6207	-18492	-16947	-690	-1545
66 MANUF -IRON, STEEL FOUNDRIES	7427	8755	5311	5779	-1328	-468
67 MANUF -COPPER & COPPER PRT	0	0	-1689	-2034	0	345
68 MANUF -ALUMINUM & ITS PRT	0	0	-11737	-10448	0	-1289
69 MANUF -NON-FERROUS METAL & PRT	0	0	-1141	-1872	0	731
70 MANUF -METAL CAN & CONTAINER	41574	27870	22912	7692	13704	15220
71 MANUF -HEATING EQUIP	0	0	-328	-297	0	-30
72 MANUF -FABRIC STRUCT METAL	36925	41712	33821	38701	-4786	-4880
73 MANUF -SCREEN MACHING PRT	0	0	-2026	-2126	0	160
74 MANUF -METAL STAMPING	0	0	-4698	-5675	0	977
75 MANUF -CUTLERY HANDTOOL	0	6452	-4100	2770	-6452	-6870
76 MANUF -FABRICATED METAL	5051	7374	-3763	-2377	-2323	-1386
77 MANUF -ENGINE & TURBINES	0	0	-1491	-2088	0	597
78 MANUF -FARM GARDEN MACHINERY	10115	19138	4832	13302	-9023	-8470
79 MANUF -CONSTR. MINING MACHINE	0	0	-592	-734	0	142
80 MANUF -MATERIAL HANDLE EQUIP	8906	4048	8145	3469	4858	4675
81 MANUF -METALWORKING MACHINE	4967	4735	2915	2392	232	523
82 MANUF -SPECIAL INDSTRY MACHINE	7991	10228	6616	8645	-2237	-2029
83 MANUF -GENERAL INDSTRY MACHINE	0	0	-2688	-3292	0	404
84 MANUF -NONELECTRICAL MACHINE	2934	3801	-1603	-1400	-867	-203
85 MANUF -COMPUTER & PERIPHERAL	0	0	-598	-1095	0	497
86 MANUF -TYPEWRITER, OFF. MACHIN	0	0	-303	-480	0	177
87 MANUF -SERVICE INDSTRY MACHINE	8441	8571	6551	6564	-130	-13
88 MANUF -ELECTRIC TRANSMISSION	6569	6204	5898	5372	365	327
89 MANUF -ELECTR INDSTRY APPRUS	0	0	-1852	-2081	0	229
90 MANUF -HOUSEHOLD APPLIANCE	0	0	-409	-517	0	108
91 MANUF -ELECTR LIGHTING	5843	1623	4646	302	4220	4344
92 MANUF -RADIO TV RECEIVER	0	0	-278	-458	0	160
93 MANUF -PHONE & TELEGRAPH APP	0	0	-2410	-2616	0	206
94 MANUF -RADIO COMMUN. EQUIP	0	14368	-154	14077	-14368	-14233
95 MANUF -ELECTR COMPONENTS	3077	23115	-2032	9232	-20038	-11264
96 MANUF -ELECTR MACHIN & SUPPLY	0	0	-3302	-3518	0	216
97 MANUF -MOTOR VEHICLE	8800	20300	1031	8410	-11500	-7379
98 MANUF -AIRCRAFT	0	0	-181	-124	0	-57
99 MANUF -SHIP BOAT BUILT	3988	3006	3296	2408	982	888
100 MANUF -RAILROAD EQUIP	0	0	-2	-2	0	1
101 MANUF -MOTORCYCLE & ICE PARTS	0	0	-77	-164	0	87
102 MANUF -TRANSPORTATION EQUIP	0	0	-55	-66	0	11
103 MANUF -CONTROLLING INSTRUMT	0	0	-459	-526	0	67
104 MANUF -MEDICAL DENTAL INSTRU	0	0	-1532	-1937	0	405
105 MANUF -OPTICAL OPHTHALMIC EDU	0	0	-38	-83	0	45
106 MANUF -OPTO EQUIP & SUPPLY	0	0	-1722	-2382	0	659

107 MANUF -WATCH CLOCK	0	0	-100	-124	0	24
108 MANUF -JEWELRY SILVERWARE	0	0	-181	-228	0	47
109 MANUF -MUSICAL INSTRMT, TOYS	0	0	-164	-186	0	22
110 MANUF -MANUFACTURED FDT, N.E.C	12388	4730	10326	2566	7658	7760
111 TRANSP -RAILROAD	0	0	-12660	-12834	0	174
112 TRANSP -LOCAL TRANSIT & BUS	5724	8019	3518	5463	-2295	-1945
113 TRANSP -TRUCK TRANSPORTATION	74278	79856	37137	41754	-5578	-4617
114 TRANSP -WATER TRANSPORTATION	0	0	-3294	-3264	0	-30
115 TRANSP -AIR TRANSPORTATION	5988	3832	-76	-2957	2156	2880
116 TRANSP -PIPELINES	0	0	-607	-620	0	13
117 TRANSP -TRANS. SERVICES	1516	2267	498	1309	-751	-811
118 COMMUN -RADIO TV BROADCAST	5769	5769	5537	5531	0	5
119 COMMUN -OTHER COMMUNICATION	101709	110443	69125	73109	-8734	-3984
120 SERVICE -ELECTRIC UTILITY	7609	9674	-23936	-23822	-2065	-114
121 SERVICE -GAS UTILITY, PRIVATE	5172	7672	-11202	-9767	-2500	-1436
122 SERVICE -SANITARY SERV. PRIV.	11765	15000	5976	8730	-3235	-2754
123 TRADE -WHOLESALE	184015	176733	77870	67608	7282	10262
124 TRADE -EAT DRINK PLACE	67393	77427	53132	61594	-10034	-8462
125 TRADE -OTHER RETAIL TRADE	148169	159435	141513	152407	-11266	-10695
126 FINANCE -BANKING	35919	45214	19391	27579	-9295	-9188
127 FINANCE -CREDIT AGENCY	15927	22444	10544	15765	-6517	-5420
128 FINANCE -INSURANCE	37746	41206	17208	19951	-3460	-2142
129 FINANCE -OWNER REAL ESTATE	0	0	0	0	0	0
130 FINANCE -REAL ESTATE	153701	115974	34869	9726	22727	25143
131 SERV. -HOTEL LODGING	7218	6534	3667	2315	684	1372
132 SERV. -PERSONAL & REPAIR SERV	10667	16854	6353	12004	-6187	-5651
133 SERV. -BEAUTY SHOP	5071	4770	5071	4770	301	301
134 SERV. -BUSINESS SERVICE	38417	81399	-48460	-14647	-42982	-33813
135 SERV. -ADVERTISING	10714	10952	-25598	-29219	-238	3620
136 SERV. -PROFESSIONAL SERVICE	22448	29258	-3039	195	-6310	-3236
137 SERV. -AUTO REPAIR & SERV.	29343	36131	14373	19958	-6788	-5555
138 SERV. -MOTION PICTURES	10502	11117	5391	5762	-615	-351
139 SERV. -AMUSEMENT & RECREATION	7651	9778	5344	7230	-2147	-1887
140 SERV. -DOCTOR & DENTIST	53509	72427	53277	72172	-18918	-18595
141 SERV. -HOSPITALS	37252	48110	37252	48110	-10858	-10858
142 SERV. -MEDICAL SERVICE	16911	19818	11859	13640	-2907	-1781
143 SERV. -EDUCATIONAL SERVICE	12857	13794	12533	15379	-937	-846
144 SERV. -NONCOMMERCIAL ORGANIZ.	14071	26697	11889	24090	-12626	-12201
145 GOVNT -POSTAL SERVICE	0	0	-5811	-7110	0	1299
146 GOVNT -COMMODITY CREDIT CORP.	0	0	0	0	0	0
147 GOVNT -FEDERAL ENTERPRISE, SEC	0	0	-648	-818	0	170
148 GOVNT -LOCAL GOVNT TRANSIT	0	0	0	0	0	0
149 GOVNT -STATE & LOC ENTERP.	0	0	-1309	-1413	0	105
150 SPEC -NONCOMPARABLE IMPORTS	0	0	-8741	-7836	0	-906
151 SPEC -SCRAP, USED COGS	0	0	-1748	-1788	0	40
152 SPEC -NEW CONSTRUCTION	164455	149003	164455	149003	15452	15452

APPENDIX B

Survey of Agriculture

The results of this supplemental survey are provided on the attached survey from which shows, the raw responses and the percent distribution of responses for each question.

Key findings of the survey can be summarized as follows:

- o 42% of respondents operate on 100 acres or less.
- o 44% employ 5 or fewer workers at peak times, and 82% employ 5 or fewer workers at slack periods.
- o 65% primarily provide fruit and nut crops.
- o 64% have operated at their present location for over 25 years.
- o Suitability of soil and availability of water were the top-rated site advantages; high operating costs was the major disadvantage.
- o 60% own all of their farms and operations.
- o 20% have recently expanded their acreage and 15% plan to do so; 58% say there is room for such expansion.
- o 36% have recently made major capital improvements and 26% plan to do so.
- o 52% deal with a marketing coop; 44% serve customers in the County while 86% use County suppliers.
- o 79% of product is processed, 58% of which is processed in County.
- o Over 50% rate their workforce above average.
- o Repair and maintenance services are most difficult to obtain according to 71% of respondents.
- o Respondents generally give favorable ratings to the tax climate, unfavorable ratings to the regulatory climate; 37% feel local government is pro-business.
- o 47% rate the local financial community good.
- o 42% of businesses recently declined; 14% expect further declines.

CITY COUNCIL

EVELYN M. OLSON, Mayor
JOHN R. (Randy) SNIDER
Mayor Pro Tempore
DAVID M. HINCHMAN
JAMES W. PINKERTON, Jr.
FRED M. REID

CITY OF LODI

CITY HALL, 221 WEST PINE STREET
CALL BOX 3006
LODI, CALIFORNIA 95241-1910
(209) 334-5634
TELECOPIER (209) 333-6795

THOMAS A. PETERSON
City Manager

ALICE M. REIMCHE
City Clerk

RONALD M. STEIN
City Attorney

June 23, 1987

Mr. Michael E. Locke
City Manager
City of Tracy and
Co-Chair
San Joaquin County Strategic Plan
325 East 10th Street
Tracy, CA 95376

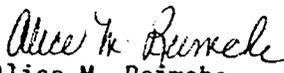
Dear Mr. Locke:

This letter will confirm action taken by the Lodi City Council at its regular meeting of June 17, 1987 whereby Council approved an appropriation of an additional \$2,110 to assist in defraying the deficit incurred by the San Joaquin Strategic Plan Corporation, contingent on the other participants paying their share of the \$20,000 deficit.

Please notify us when you have received commitments from the other participants.

Should you have any questions regarding this action, please do not hesitate to call.

Very truly yours,


Alice M. Reimche
City Clerk

AMR:jj

cc: James B. Schroeder
Community Development Director