



STRATEGIC PLAN 2020



MISSION

Advancing the economic vitality and quality of life of the San Gabriel Valley

- > Fostering a business-friendly climate and the success of businesses
- > Engaging in political advocacy
- > Marketing the strengths of the Partnership and the San Gabriel Valley
- > Facilitating workforce development
- > Connecting cities, companies and organizations

VALUES

- > Member-focused service delivery
- > Responsiveness in meeting the evolving needs of our member organizations
- > Inclusive and forward looking in our focus towards the common good of the San Gabriel Valley
- > Professionalism in our conduct and practices at all times

VISION

The Partnership will be a widely recognized and highly effective voice for business.

- > A dynamic organization that produces effective and measurable results for the region
- > An organization that connects the diverse interests of business, local government, education and non-profit stakeholders for the common good of the San Gabriel Valley
- > A financially sound and sustainable organization
- > An influential, diverse, and engaged Board of Directors supported by a dedicated and competent staff



Key Organizational Goals

- I. Create a strong, financially sustainable organization
- II. Achieve increased economic development (i.e., retail, office, industrial, housing and jobs) in the San Gabriel Valley, and solidify the Partnership's role as a catalyst
- III. Advocate for policies that improve the business climate in the state and region
- IV. Assist existing businesses to retain and expand operations in the San Gabriel Valley by convening and coordinating a multi-agency team of strategic partners
- V. As an intermediary between businesses and schools, support career technical education (CTE) pathways and develop pipelines for a skilled workforce in high growth sectors

Goal I: Strong, Financially Stable Organization

Strategy 1: Increase membership through better recruitment and retention of member organizations

Action Items:

A. Promote the SGV Economic PowerSite as a value-added service to cities and commercial real estate organizations to provide demographic, economic, and industry data and information on economic development opportunities

B. Create and maintain business Sector Councils to more fully engage member organizations and provide value-added services. Endeavor to pilot and establish sector councils for industry clusters, which may include but are not limited to:

- > Healthcare
- > Biotech & Life Sciences
- > Aerospace & Advanced Manufacturing
- > Tourism & Hospitality
- > Food Manufacturing
- > Goods Movement & Transportation
- > Education & Workforce Development

Explore strategic partnerships with other organizations that collaborate with industry clusters (i.e., LAEDC, WorkSource Centers and community colleges) to coordinate efforts, avoid duplication, and leverage resources to increase the overall efficacy of the region's industry cluster development

C. Create a Cities Economic Development Council, comprised of representatives from cities and private sector member organizations engaged in the commercial real estate arena

D. Strengthen the partnership with the San Gabriel Valley Council of Governments (SGVCOG) through a Memorandum of Understanding (MOU), which defines roles, responsibilities and sharing of resources

E. Revise and distribute the New Member's Guide

F. Revitalize the Membership Committee comprised of Board members with a focus on member recruitment, new member orientation, and retention

G. Create and implement a New Member Orientation Program

H. Procure and implement improved database software for better customer relationship management (CRM) capabilities including integrated member contact listings (i.e., CEO, COO, HR Manager, etc.) and data

I. Collect and report data on members who have left the Partnership and keep the Board and Membership Committee informed on membership changes and opportunities

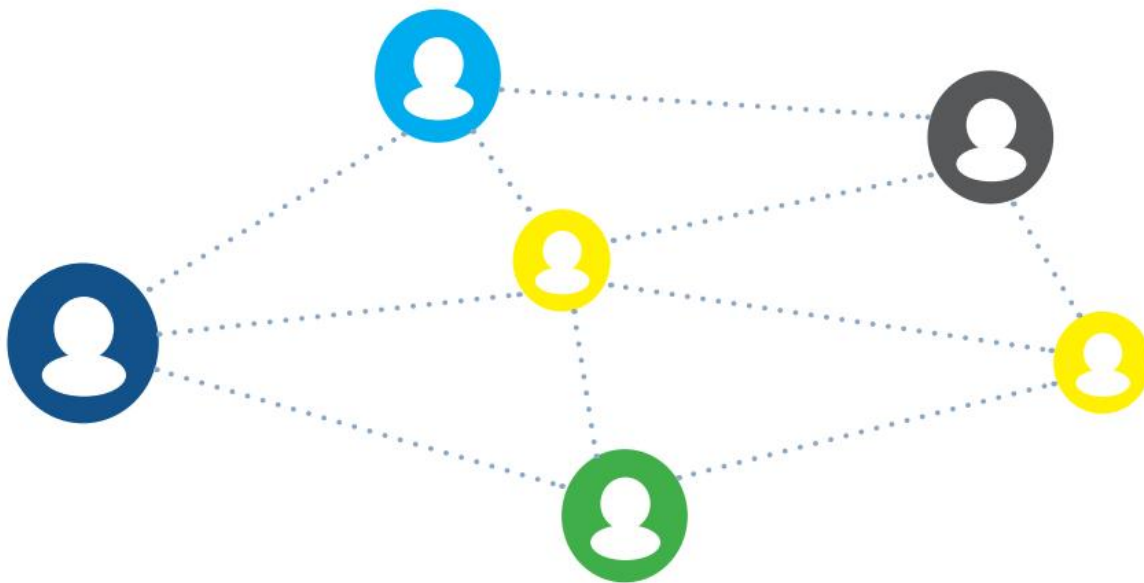
J. In addition to additional businesses, make concerted efforts to achieve membership by all cities and increase the number of participating educational organizations in the San Gabriel Valley

Goal I: Strong, Financially Stable Organization

Strategy 2: Expand the Partnership's financial base by diversifying revenue sources

Action Items:

- A. Examine other revenue sources, including fees for specialized services or products, and revise the Partnership's membership and sponsorship fee schedules
- B. Explore ways to the utilize our 501(C)3 foundation to attract corporate foundation gifts and grants for educational and charitable purposes
- C. Look for organizations to underwrite the development of a San Gabriel Valley Economic Growth Agenda (Refer to Strategy 4G)
- D. Examine the potential of contracting with grant writing firms and collaborating with strategic partners on grant opportunities
- E. Revitalize the website and other online platforms as a means to generate revenue through sponsorships
- F. Explore grant opportunities to make the San Gabriel Valley the "home of veterans" returning from military service through education pathways for workforce development
- G. Increase the number of Board members, consistent with the Partnership's bylaws
- H. Examine the creation of additional events to generate revenues

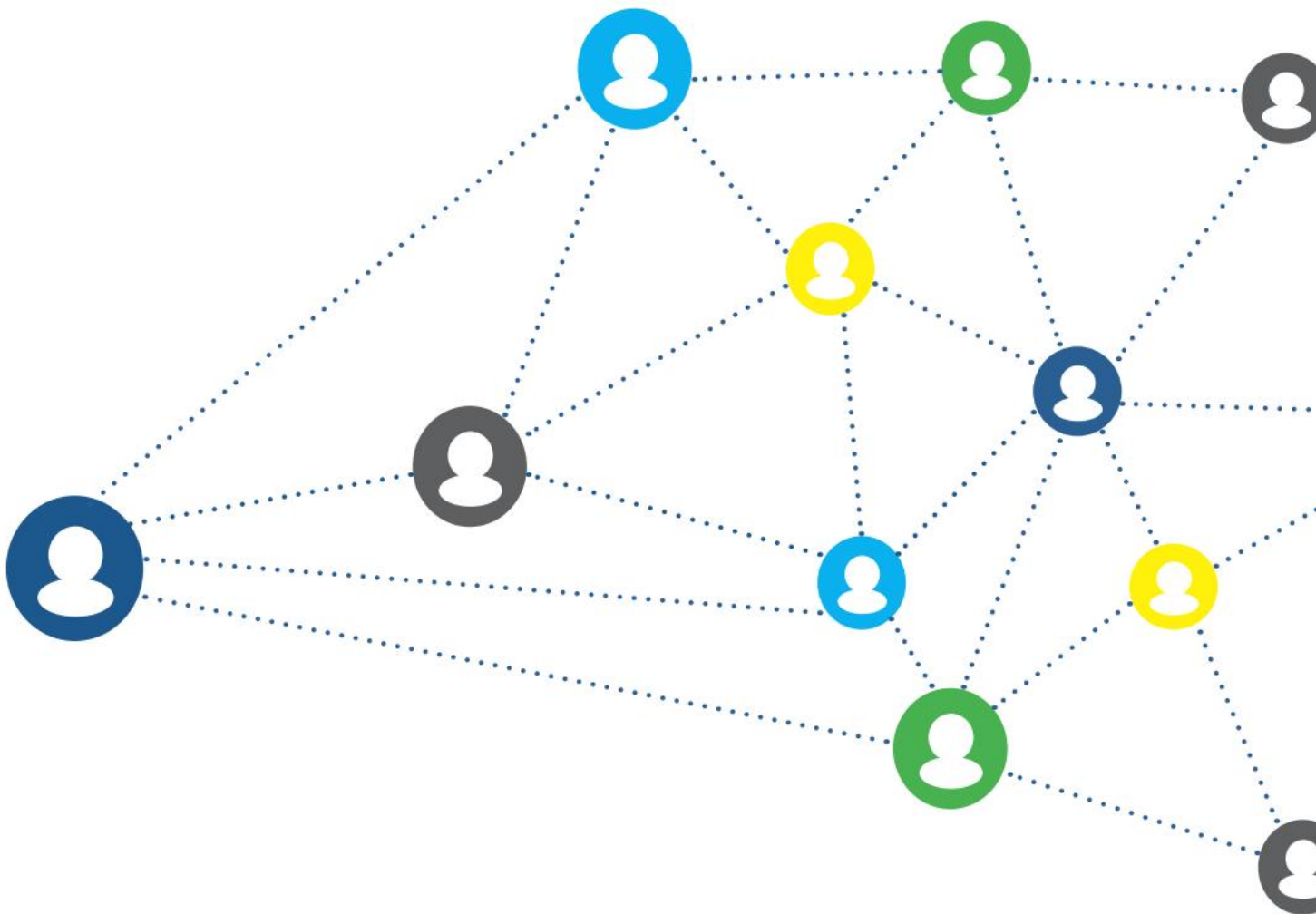


Goal I: Strong, Financially Stable Organization

Strategy 3: Develop a series of impact metrics and key performance indicators on goals, strategies and actions items

Action Items:

- A. Each director or manager in the Partnership organizational structure will research and recommend impact metrics and performance indicators that show impact to the extent possible, not just activities
- B. Inquire of member organizations to effectively determine which metric measurements should be incorporated into mechanisms to gauge and report progress
- C. Submit metrics recommendations to the Board for consideration following review by the Partnership's committee structure were applicable

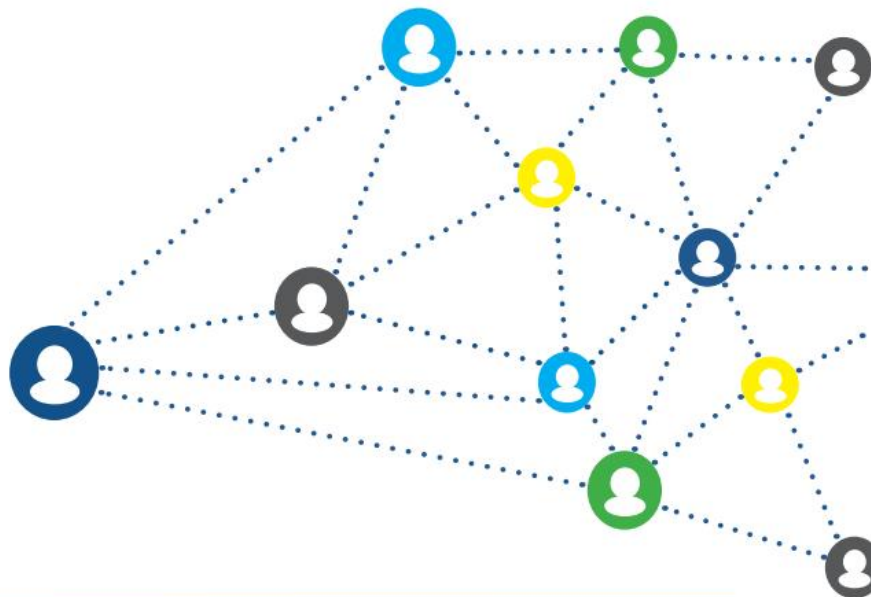


Goal I: Strong, Financially Stable Organization

Strategy 4: More fully engage the Board of Directors in guiding the Partnership's efforts and actions towards fulfillment of the Partnership's mission and vision

Action Items:

- A. Update and distribute the Board of Directors Manual
- B. Each Sector Council should be chaired by Board members
- C. Review and make recommendations on the Partnership's bylaws governing Board of Directors and membership meetings
- D. Ensure Board meetings are focused on the Partnership's operations and programs including staff reports from each program (i.e., Membership, Marketing, Political Advocacy, Business Assistance, and Education Pathways)
- E. Create and implement an orientation program for Board members
- F. Involve Board members (Membership Committee) in the welcoming and orientation of new member organizations
- G. Form a task force comprised of Board members and staff to develop an Economic Growth Agenda for the San Gabriel Valley
- H. Periodically provide the Board with information/training regarding Board governance

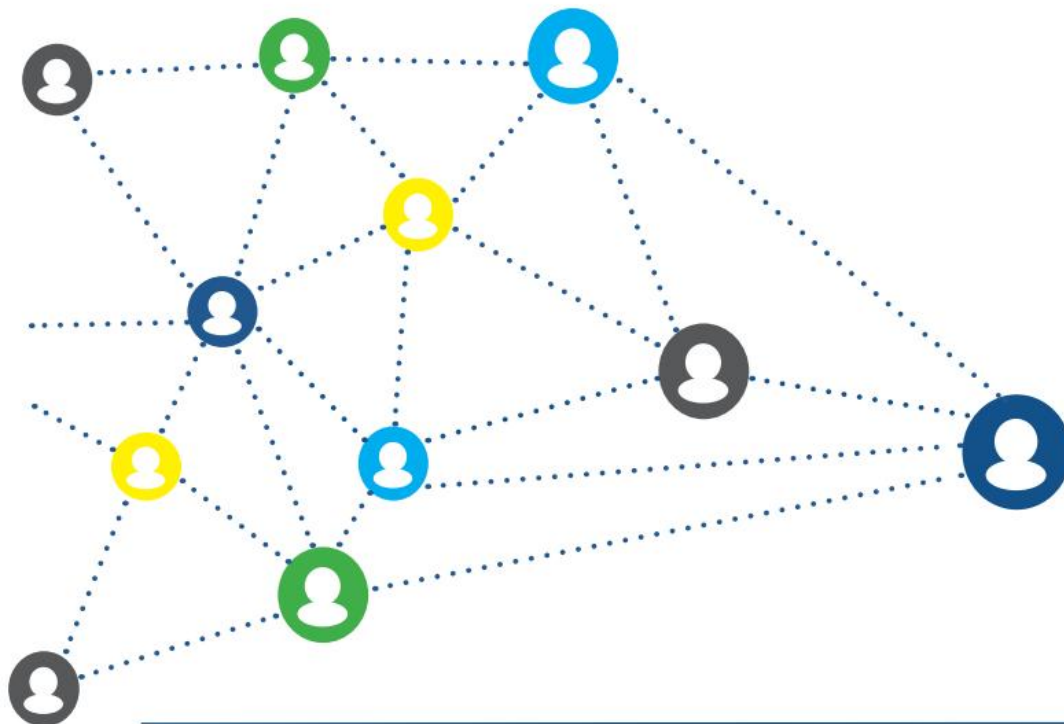


Goal I: Strong, Financially Stable Organization

Strategy 5: Enhance working conditions for Partnership full-time staff members

Action Items:

- A. Obtain the financial resources and initiate actions to provide full-time staff members with a retirement investment program with matching employer-paid contributions, e.g., California Secure and PEO
- B. Conduct surveys of the compensation programs in similar membership-based organizations with the objective of ensuring that full-time Partnership staff members are provided with competitive salaries
- C. Explore potential location options for the Partnership office space
- D. Complete revisions to the Partnership's Employee Handbook
- E. Explore opportunities for professional development for staff members
- F. Investigate federal student loan forgiveness programs, e.g., Public Service Loan Forgiveness (PSLF)



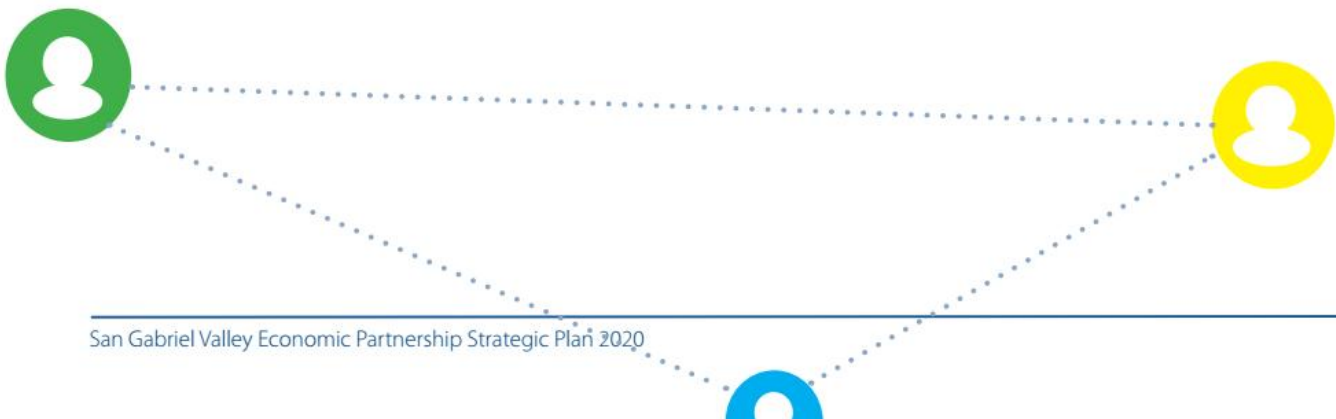
Goal II: Economic Development/Marketing

Strategy 6: Market and communicate the achievements of the Partnership and its member organizations, as well as the features and advantages of San Gabriel Valley

Action Items:

I. Marketing the Partnership: The voice for business in the San Gabriel Valley

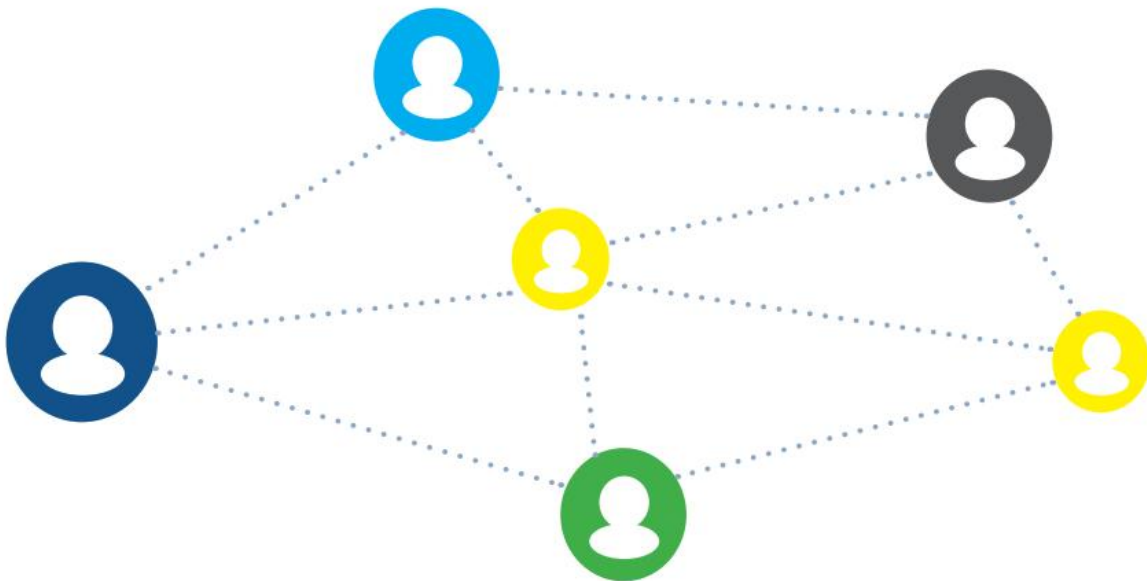
- A. Develop a content marketing plan that includes member spotlights, short videos, articles
- B. Redesign and update the Partnership website
- C. Explore modifications to the agreement with LA News Groups relative to potential for publishing a monthly column, coverage of Partnership events, sponsorship ads, production of content for small community newspapers, etc
- D. Increase the Partnership's social media presence by posting articles on LinkedIn, Facebook, WeChat, and Twitter
- E. Establish a reputation as the key source of San Gabriel Valley demographic and commercial real estate data through the SGV Economic PowerSite, participation with realtor/broker associations, the Economic Outlook Breakfast, etc.
- F. Distribute the weekly newsletter to a wider audience, both members and non-members to draw attention to Partnership efforts, programs and activities
- G. Publicize and feature the accomplishments and contributions of member organizations in advancing the quality of life in the San Gabriel Valley
- H. Periodically inform the Board and members of the Partnership programs and successes



Action Items:

II. Marketing the San Gabriel Valley: **Healthy & Smart San Gabriel Valley!**

- A. Create a new, active branding program, including a Partnership tag line and logo revolving around the Partnership's brand platform through the Marketing Committee
- B. Consider the feasibility of hosting a conference such as TEDx SGV talk to establish the Valley's reputation in thought leadership
- C. Produce short pieces on our website and social media sites about interesting San Gabriel Valley demographic, economic, and industry information
- D. Participate in the Healthy San Gabriel Valley Initiative, including exploration of promoting Blue Zones principles
- E. Participate in the coordination of job fairs and business resource expos in partnership with other organizations
- F. Increase participation in industry conventions, trade summits and meetings (e.g., real estate association meetings and conferences), industry conferences and conventions, trade summits, etc. to promote opportunities in member cities and the San Gabriel Valley
- G. Increase the number of member cities attending annual ICSC events

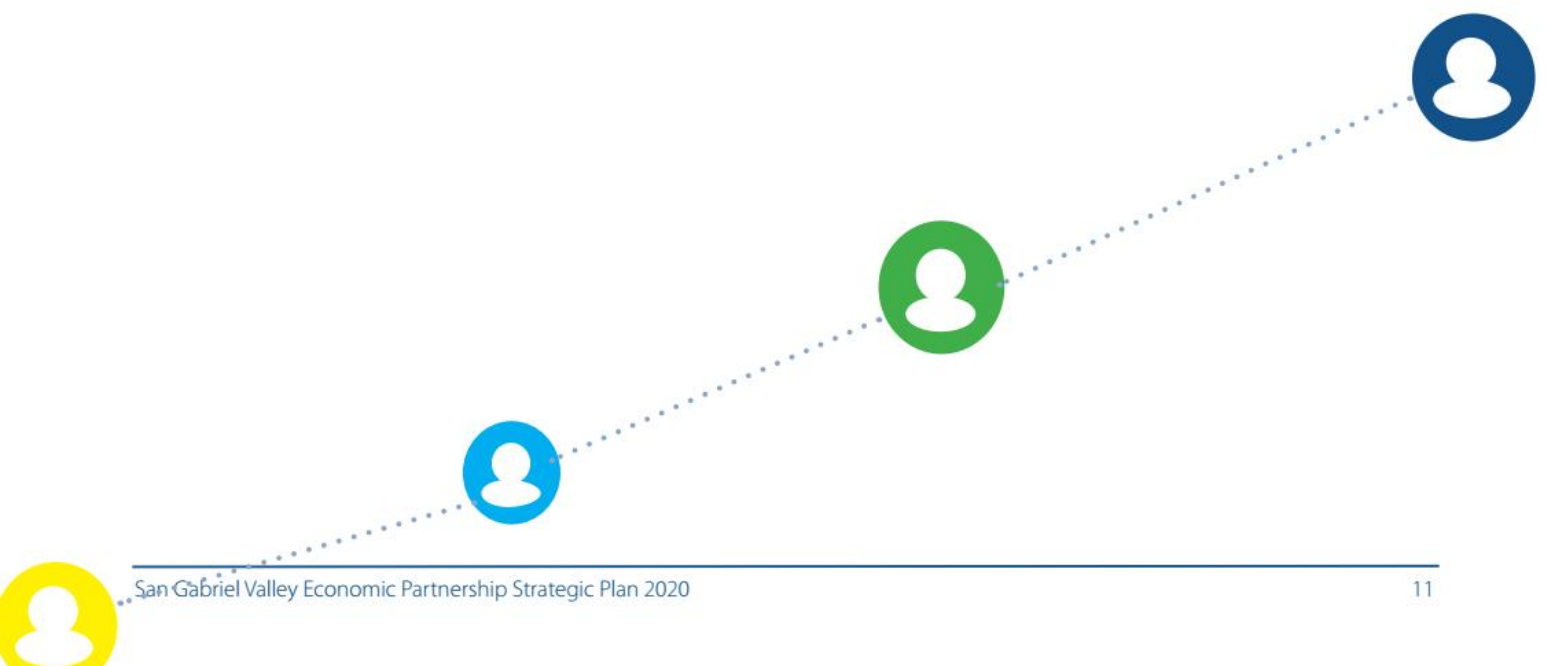


Goal II: Economic Development/Marketing

Strategy 7: Increase the Partnership's outreach and connections to the Latino and Asian business communities

Action Items:

- A. Establish contacts and form relationships with global business organizations such as consulates and business associations in and from Asia and Latin America
- B. Combine forces with members to utilize their networks
- C. Establish contacts and form relationships with Chinese and Spanish language media outlets and provide content and information resources
- D. Make contacts and form relationships with ethnic business associations
- E. Produce video content for ethnic media companies and local outlets; and work with media organizations to produce videos via in-kind memberships
- F. Explore the creation of Asian and Latino advisory councils
- G. Explore utilization of social marketing platforms in languages other than English (e.g., We Chat and 58.com) to disseminate information regarding Partnership events, services and programs
- H. Host business seminars, workshops and expos on business topics and resources in languages other than English in collaboration with local chambers of commerce and cities



Goal III: Political Advocacy

Strategy 8: Maintain the effectiveness, and expand the influence, of the Partnership's political advocacy efforts in the public policy arena

Action Items:

- A. Update the Political Advocacy pages on the Partnership's website to more effectively communicate activities such as the Legislative Breakfast series, and Legislative Networking Reception (LNR). Create a page on the Partnership's website for the Legislative Action Committee (LAC) that describes its activities and effectiveness, including a current list of bills that the LAC has taken a position along with a links to advocacy letters
- B. Explore the potential to create a SGV Political Advocacy blog to drive traffic to the site and enable post contributions by staff and member organizations
- C. Create a policy-focused podcast featuring interviews with Partnership members and local SGV public officials and explore the sponsorship opportunities available
- D. Consider expanding the Partnership's political events beyond the Legislative Networking Reception and the Breakfast series, e.g., small roundtables, paid luncheons, candidate forums and evening speaking events featuring prominent politicians, etc
- E. Develop pro-growth legislative proposals to be carried by a local SGV legislator that will improve the state's business climate and the regulations agencies and businesses operate under
- F. Explore the feasibility of adding a full-time or part-time policy staff member
- G. Consider forming an informal work group of political advocacy professionals from Southern California economic development organizations to examine the potential for joint action on selected issues



Goal IV: Business Assistance

Strategy 9: Collaborate with strategic business assistance partners to retain, expand, and facilitate the location of businesses in the San Gabriel Valley

Action Items:

- A. Convene and coordinate a team of strategic Business Assistance partners that can respond to notifications of business retention threats or opportunity leads by investigating circumstances and meeting challenges
- B. Schedule, organize and conduct regular proactive Business Walks to business establishments conjunction with member cities, chambers of commerce and other partner agencies such as Southern California Edison, Gas Company, Small Business Development Centers (SBDC), LA County Department of Community and Senior Services (CSS) and Department of Consumer and Business Affairs (CBA), Go-Biz, state legislators' offices, etc., to: 1) identify problems, challenges and regional trends ; 2) follow up on the stated problems/concerns in an effort to resolve them; and 3) disseminate information and literature on best practices and incentive programs and services such as SCE's Direct Install program, LA County's Community Business Enterprise program, state income tax credits, Manufacturing + Sales & Use Tax Exemption, Employee Training Funding, and New Employment Credit, etc
- C. Assist local government organizations (e.g., water districts, member cities, county departments, SBDCs, etc.) in their outreach efforts to minority populations regarding services and programs
- D. Provide business assistance outreach efforts to minority businesses in their languages in an effort to increase awareness of best practices and information on available programs and services
- E. Expand the collection and archiving of business data in the San Gabriel Valley through various means, including creating suveys and interview questionnaires of business operations

Goal V: Education Pathways for Workforce Development

Strategy 10: Serve as a “regional consortium” to convene and coordinate with educational institutions, workforce development boards, and businesses to identify required resources and actions to facilitate Career Technical Education (CTE) opportunities for students

Action Items:

- A. Utilize the Education & Workforce Development Sector Council as a mechanism to convene educational institutions, businesses and other organizations as a region to facilitate education pathways and technical training pipelines into well-paying, high-growth sector jobs
- B. Enter into additional intermediary service agreements with community colleges in the San Gabriel Valley, similar to an existing agreement with Pasadena Area Community College District and the K-12 school districts Foothills Consortium
- C. Serve on workforce development boards to represent the interests of business
- D. Create an education pathways resources map for inclusion on the Partnership website depicting institutions and their respective pathways in the San Gabriel Valley, i.e., universities, community colleges, adult schools, K-12 school districts, CTEC at Fairplex, etc
- E. Create a map of various sector related efforts and collaborations (who is doing what) in an effort to reduce or eliminate duplication of efforts
- F. Collect current, real-time labor market information (LMI) data through contacts with businesses (i.e., sector councils, business walks, surveys, etc)
- G. Advocate for (and possibly propose) public policies to support workforce development
- H. Connect community colleges CTE and K-12 school districts Linked Learning programs with LA County resources such as WorkSource Centers, workforce development boards, and summer youth employment programs (SYEP), etc
- I. Explore the potential of providing “soft skills” training to schools through a contractor to prepare students for the workplace



Brand Platform

“Healthy & Smart San Gabriel Valley!”

The San Gabriel Valley is an identifiable sub-region located on the eastern edge of Los Angeles County bordered by the San Gabriel Mountains (a National Monument) on the north, to rolling hills along the south, from Los Angeles to the west, and to the San Bernardino County line to the east. The Valley is comprised of 31 cities and several unincorporated communities, each with its own distinctive lifestyle and feel. Over 2 million residents call the San Gabriel Valley home.

The San Gabriel Valley enjoys a population of residents and visitors that is among the most ethnically diverse on the planet. It is also home to many unique companies and organizations, representing the full spectrum of industry sectors, whose influence can be felt around the globe.

Like the Boston Metropolitan area on the East Coast, the San Gabriel Valley is home to a plethora of outstanding education and health care institutions. In fact, data provided by EDD and LAEDC confirm that Educational and Health Services occupations constitute the largest employment industry sector — one out of every five jobs — in the San Gabriel Valley. Notable features are:

- > Educational institutions in the San Gabriel Valley include some of the nation’s best K-12 schools, excellent community colleges, and world-renowned private and public universities; and
- > The San Gabriel Valley is home to many of the world’s finest hospitals and cutting-edge medical and biotechnical research facilities.

Additionally, there is an emerging Professional, Scientific and Technical Services industry sector to support the Educational and Health Services industry cluster. In light of this impressive industry cluster data and momentum, we are and will continue to be the *“Healthy & Smart San Gabriel Valley!”*

Jeff Allred President & CEO

2016 -17 BOARD OF DIRECTORS

This plan was adopted by the Board of Directors on November 9, 2016

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Southern California Gas Company

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