

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
ACTION AGENDA SUMMARY

DEPT: Chief Executive Office

BOARD AGENDA # B-8

Urgent Routine

AGENDA DATE October 17, 2006

CEO Concurs with Recommendation YES NO
(Information Attached)

4/5 Vote Required YES NO

SUBJECT:

Approval to Accept the First Annual Report on Strong Local Economy Goals and Performance Measures

STAFF RECOMMENDATIONS:

Accept the first annual report on Strong Local Economy goals and performance measures

FISCAL IMPACT:

There is no fiscal impact associated with this item.

BOARD ACTION AS FOLLOWS:

No. 2006-829

On motion of Supervisor Grover, Seconded by Supervisor DeMartini

and approved by the following vote,

Ayes: Supervisors: O'Brien, Mayfield, Grover, DeMartini, and Chairman Simon

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1) Approved as recommended

2) Denied

3) Approved as amended

4) Other:

MOTION:

ATTEST:


ELIZABETH A. KING, Assistant Clerk

File No.

Approval to Accept the First Annual Report on Strong Local Economy Goals and Performance Measures

DISCUSSION:

BACKGROUND

The Board of Supervisors adopted new priorities for Stanislaus County in April 2005. Department heads were assigned to teams responsible for developing goals and performance measures to successfully support the priorities. The teams identified measures of success for one year, five years and ten years. The one-year measures included the implementation steps to initiate work required by the goals. The Board of Supervisors adopted the goals and performance measures in October 2005 and directed the priority teams to present an annual report on their performance.

OVERVIEW

The Strong Local Economy Priority team consists of multiple participant departments including: Chief Executive Office - Economic Development, Alliance Work NET, Public Works, Planning and Community Development, County Library Services, Strategic Business Technologies, Stanislaus Economic Development and Workforce Alliance, and the Public Facilities Fee (PFF) Committee.

The year one Board priority contains four primary goals these are: 1) Facilitate Job Creation, 2) Expand the tourism industry, 3) Enhance funding for infrastructure and services, 4) Enhance technology infrastructure.

Exhibit A outlines the outcomes that the Strong Local Economy priority team expected to achieve in the first year and the actual outcomes achieved. Exhibit A also provides a discussion of Lessons Learned over the past year for each measure.

To support the **facilitate job creation** goal the priority team emphasized development progress at the Crows Landing Air Facility, Sperry Avenue road widening (related to distribution throughput to Keystone Business Park), technology based employment services, training activities and Work Keys Employer specific job profiling in the manufacturing industry. The team also successfully obtained the State's 40th enterprise zone designation and submitted a zone expansion application (pending HCD review).

In support of the **promote regional tourism** goal the priority team continued to support regional tourism via facilitation of the Regional Tourism Roundtable strategic directives, which included completion of a second self guided CD tour, regional activities brochure distribution, kiosk marketing, and fair/festival measurement programming (with Office of Education partners).

Approval to Accept the First Annual Report on Strong Local Economy Goals and Performance Measures

In support of the ***enhance funding for infrastructure and services*** goal the priority team worked with the public facilities fee committee to develop a multi-year fee deferral program, developed a transportation funding primer and revised the inter-city road fee (PFF programming) to reflect the regional capacity of this fee component - renaming the fee to Regional Transportation Impact Fee (RTIF) and developed an administrative agreement whereby Stanislaus Council of Governments (Policy Board) acts as administrative oversight of the projects identified.

The fourth goal, ***enhance technology infrastructure*** was promoted both internally and externally through the hiring of a County IT Security Manager and the successful completion of a *vulnerability assessment which included product selection, installation, and County IT staff training.*

LESSONS LEARNED

One of the primary lessons learned is the need to find several more realistic measurement criteria for year over year performance Indicators. Due to the longer-term project delivery cycles found with many of the land policy, workforce training, and incentive based action plans. Improved measurement identifiers will need to be developed as we look toward year two and beyond.

Regional tourism is beginning to become a very hot topic with many public and quasi-public organizations. From the California Chamber of Commerce to CALED, CSAC to the Governor's California Partnership for the San Joaquin Valley - many are talking about tourism as a significant economic development driver. The priority team will continue to facilitate the initiatives identified by the Regional Tourism Roundtable workgroup.

The public facility fee program will continue to be monitored and reviewed. The Public Facilities Fee Committee plans to review all aspects of the fee program during the 2007 cycle. Perhaps the Enhance Funding for Infrastructure goal set (or components of) should be considered under the infrastructure priority in future development cycles.

CONCLUSION

During the past year, the Strong Local Economy priority team has accomplished several key objectives including major development progress at the Crows Landing air facility, workforce training successes in the areas of LVN and RN training programs, incentive development through *Enterprise Zone creation and expansion efforts, and a multi-year fee deferral program incentive for public facility fee projects that are job creating.*

Approval to Accept the First Annual Report on Strong Local Economy Goals and Performance Measures

POLICY ISSUE:

The Strong Local Economy - year one status report highlights efforts to support Board directed commitment to planning land inventory, furthering job creation and workforce skills training, promoting regional economic development - including support of tourism strategies, monitoring fee programming, and enhancing technology access and infrastructure.

STAFFING IMPACT:

None



GOALS AND PERFORMANCE MEASURES

BOARD PRIORITY

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

In collaboration with public and private partnerships we strive for:

A strong local economy

PRIORITY TEAM

- Alliance WorkNet
- Chief Executive Office—Economic Development
- Public Works
- Planning and Community Development
- Economic Development and Workforce Alliance
- Strategic Business Technologies (SBT)
- Library
- Public Facility Fee (PFF) Committee
- Stanislaus Regional Tourism Roundtable

GOAL 1

Facilitate job creation

MEASURE 1

Develop land for Business Park or other commercial/industrial development.

ONE YEAR RESULTS

Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes for Fiscal Year 2005-2006
<p>Partner with the Cities and Special Districts to establish and maintain 50 acres of serviceable land for business park and other commercial/industrial development with target locations on I-5 and Highway 99 corridors, and</p>	<ul style="list-style-type: none"> • Successes w/ Crows Landing Development project include: <ul style="list-style-type: none"> - community outreach – on-going - crowsbizpark biz online - townhall meeting - RPF master planning/airport layout planning and EIR process/analysis w/ ESA Airports 3 06 - Master Development Conceptual Report completed 9 06 - Property Management – on-going • Progress w/Sperry Ave widening <ul style="list-style-type: none"> - phase I undergrounding completed - phase II widening – bridge component started - on time for September 07 delivery • Salida on hold – per development request

	<ul style="list-style-type: none"> • 20 acres of serviceable land for business development established to date with additional 20 acres anticipated for Board review by 2006 year end. • Applications for 90 additional acres are being processed (7 projects) and are anticipated to come to the Board for review in year two.
Establish a County (internal) GIS protocol to address redundancy and fragmentation.	<ul style="list-style-type: none"> • Project completed • Protocol in place + new aerial photos taken

Lessons Learned:

- The 50-acre measurement criteria is unrealistic for year over year performance measure. Due to the longer-term project delivery cycle – a better measurement identifier could be process milestones with longer-term acreage goals – i.e. delivery of Crows development (1500 acres) at 5-year mark, etc.
- GIS protocols (a single year objective) have been realized. However, the on-going GIS Alliance (public/private consortium) shall continue to be monitored and facilitated under the community technology initiative Connecting Stanislaus (Regional GIS).

MEASURE 2

Increase workforce preparation and skills.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes for Fiscal Year 2005-2006
Baseline measures of % of households in Stanislaus County with computer equipment and computer literacy;	<ul style="list-style-type: none"> • Baseline computer usage data has been collected • Baseline (year one) computer usage survey (literacy survey) has been completed.
Targeted Technology Training (T3) for a minimum of 1,500 Stanislaus County employee/residents;	<ul style="list-style-type: none"> • Targeted Technology Training (T3) completed third implementation cycle – over 1,500 participants trained. • 5,200 trained to date • See Strong Local Economy summary binder for analysis detail.
Minimum of two (2) additional computer learning labs;	<ul style="list-style-type: none"> • Via annual technology showcase – 2 new learning labs were created (w/DELL partners) in Haven Women's Center and Center for Human Services.
Minimum 40 keyboards, mice, and refurbished CRT monitors for distribution to underserved community families;	<ul style="list-style-type: none"> • Lab equipment provided to Grayson Community Center learning lab start-up. • 40 mice and keyboard accessories provided to Riverbank CASA ROP PC refurbish project.
Minimum of 8 training/workshops in conjunction with the annual Connecting Stanislaus technology expo;	<ul style="list-style-type: none"> • 16 workshops and training programs offered at Connect 06. • Several in conjunction with Small Business Development Corporation (SBDC) and Workforce Alliance partners
Technology-based employment services to 15,000 people via "Universal Core Services" in three (3) Resource Center Locations;	<ul style="list-style-type: none"> • 14,347 participants served during cycle 1 • 3 Resource Centers remain open for the community to access employment-related

	services.
Six (6) Work Keys Employer Specific Job Profiles in the Manufacturing Industry to target and benchmark appropriate skills needed for 30 people to train and place in jobs;	<ul style="list-style-type: none"> • 8 Actual Work keys profiles were completed within the manufacturing industry. • 130 individuals have been assessed through cycle 1.
30 people trained for Licensed Vocational Nursing (LVN) positions;	<ul style="list-style-type: none"> • 30 participants with 26 trained/completed and licensed through cycle 1.
20 LVN's trained to upgrade skills to the Registered Nurse (RN) level;	<ul style="list-style-type: none"> • 14 trained/completed and licensed through cycle 1. • Number of annual RN graduates increased from approx. 30 in 2000 to 75-80 in 2006.
30 people trained for skilled and semi-skilled manufacturing positions; and	<ul style="list-style-type: none"> • As of end of cycle one – no Maintenance Mechanic training programs have been established in Stanislaus County. However, a new partnership under development with San Joaquin Valley College will result in trainees beginning a new maintenance mechanic training program in late Spring, 2007. • MJC partners continue to provide semi-skilled training. 17 trained through cycle 1.
100 + people trained for occupations in the transportation logistics career field.	<ul style="list-style-type: none"> • Employer focus group sessions held to identify transportation/ logistics career training needs. In these sessions it was identified that the need for career training in warehouse & shipping/receiving is not critical as training is provided on the job. However, trained truck drivers are in demand. 42 truck drivers trained through cycle 1.

Lessons Learned:

- The household % of baseline computer ownership as a measure or indicator for success is perhaps inappropriate as a year over year measure. Far too many external (market and consumer purchasing) factors lend themselves to these adoption trends. However, this measure should be tracked annually in conjunction with the community wide survey process to assist with decisions related to training content, placement and resource allocation.
- The annual technology showcase (Connecting Stanislaus) has successfully transitioned to the private sector (primary planning and promotion). The public sector will remain a committed partner to this outreach – however, the 5-year objective (10th anniversary) will ultimately be a business decision for the private sector.
- Regarding Universal Core Employment Services – the metric of providing additional services (sheer number of people served) should not be the sole indicator of success. The local economy, population increases/decreases and unemployment rates all factor into the service counts for this activity. For example, a decreasing unemployment rate may result in less demand for these services, therefore a decrease in numbers served. Modify 5 - year metric to adjust for unemployment rate and population increases.
- Regarding WorkKeys – numerical goals for occupational profiles and worker assessments may not be an appropriate measurement as varying business needs, unemployment rates, etc. are determining factors. More appropriate measures would be an increase in the number of employers and job seekers using WorkKeys to help make better hiring and career choice decisions.
- Remove (per year one findings) the 5-year measure for 100+ additional transportation logistics trainees. This is not applicable – per direct industry input.

MEASURE 3

Incentives.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes for Fiscal Year 2005-2006
Partner with the Alliance, City partners and local business community to deliver final application and designation of enterprise zone for Stanislaus County.	<ul style="list-style-type: none"> • Zone 40 delivered – November 2005 • First Expansion application submitted to State Housing and Community Development (HCD) on May 29, 2006 – pending approval • Early Enterprise Zone successes include: <ul style="list-style-type: none"> - 200+ EZ employment vouchers have been processed/issued to date allowing local business to claim tax credits for hiring qualified employees - 2 companies have utilized the credit for new equipment purchases.

Lessons Learned:

- Private business participation along with strong city partnerships have contributed to this incentive programming. The on-going challenge will be to incorporate more cities – finding ways to connect via the HCD expansion protocols.
- Marketing challenges will be ongoing. Making sure that the business community is aware of this development and expansion incentive program will be key to continued successes.
- With the passage of AB1550, new (annual) reporting requirements will be part of the process.
- Legislative challenge will continue to be part of the political landscape. It will be important that the Zone 40 workgroup stays abreast of potential change legislation as it is introduced.

GOAL 2

Expand tourism industry

MEASURE

Promote Stanislaus County as a positive tourism location and facilitate regional approaches to tourism as an economic development strategy.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes for Fiscal Year 2005-2006
Implement one Agriculture tourism related destination/attraction point—self-guided Agriculture tour experience.	<ul style="list-style-type: none"> • Completed self guided CD tour – eastside communities and developed second self-guided CD tour for Modesto area – in conjunction with tourism roundtable and area convention and visitors bureau colleagues. • Continued to promote the multiple regional initiatives of the tourism roundtable – including activities brochure distribution, kiosk marketing, fair/festival measurement program (with office of education), tourism website, and best practice outreach. • Finalized multi-year strategic plan update 2007 –2009

Lessons Learned:

- Regional tourism is increasingly becoming a hot topic of conversation in both policy making and economic development circles. Recently recognized and included as part of the Governor's San Joaquin Valley Partnership project – regional tourism strategies in Stanislaus County continue to grow and generate revenues as well as improve upon our region's image and perception to potential business relocations and attractions.
- As an early adopter – the communities of Stanislaus County continue to refine and improve upon multiple regional tourism initiatives through an inclusive strategic planning process.

GOAL 3

Enhance funding for infrastructure and services

MEASURE

Evaluate and improve upon existing development fee programs, monitor and manage information regarding base trends and forecasting.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes for Fiscal Year 2005-2006
Fee program to improve funding from development and associated impacts due to growth; Develop destinations and/or attractions that capture sales tax revenue (see regional tourism goal above);	<ul style="list-style-type: none"> • Public Facilities Fee program (PFF) is monitored annually. The PFF Committee oversees the functional processes of this fee component. • During this performance cycle the PFF Committee developed and implemented a multi-year fee deferral program – Board of Supervisors approved in January 06. • Regional tourism roundtable initiatives (see goal 2) have contributed to year over year countywide tourism related revenues approximately 1.5 – 2.0% growth annually.
Support self-help transportation tax initiative;	<ul style="list-style-type: none"> • Staff participated in all procedural steps to introduce the transportation self help initiative and to be placed on the November 2006 ballot.
Methodology for educating the general public on fiscal opportunities and constraints;	<ul style="list-style-type: none"> • Developed a transportation funding primer for the general public. The Road to Success with StanCOG partners. (final draft)
Public Facility Fee program annual inflationary audit and analysis;	<ul style="list-style-type: none"> • PFF Committee performed the annual fee program inflationary audit analysis. This is a year over year function.
Measured/scheduled approach to grant seeking with .15% of FTE to grant mining process;	<ul style="list-style-type: none"> • Four grants were sought during cycle one. • 2 grants are pending out-comes • 1 Economic Development bank grant was secured for targeted technology training • Additional funding for T3 was secured from CDBG funds.
Facilitate/deliver the regional transportation model update (with StanCOG);	<ul style="list-style-type: none"> • The regional transportation model is 70+% complete. Public Works staff continues to work closely with StanCOG staff on this deliverable.
Seek key seed funding for infrastructure initiatives.	<ul style="list-style-type: none"> • Began talks with Westside partners (including City of Patterson and community of Crows Landing) regarding regional water and wastewater infrastructure cost sharing. • SR 219 (Kiernan) - County staff has been working with Caltrans, StanCOG (Stanislaus Council of Governments) and the City of Modesto to identify funding for much needed Kiernan Ave. (SR219) improvements. Funding strategies have included revising StanCOG's proposed State Transportation Improvement Plan (STIP), use of Federal Demonstration funds, substitution of PFF projects, use of

Kaiser's voluntary infrastructure contribution and the use of special funds designated for the Salida area. As a funding gap still exists, county staff will continue to pursue other funding sources.

- PFF *inter-city road fee component revised to Regional Transportation Impact Fee (RTIF) with Stan COG as administrative oversight – per agreement.*

Lessons Learned:

- Perhaps this Goal should be reconsidered or mutually considered under the infrastructure priority.
- Due to goal 2: regional tourism objectives - the reference to development of destinations and or attractions should be omitted from this goal set as it is covered as part of the larger regional tourism agenda in goal 2.
- There are several deliverables under this goal that have been realized and completed in year one.

GOAL 4

Enhance technology infrastructure

MEASURE 1

Improve communication both internally and externally.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes for Fiscal Year 2005-2006
Fiber cabling companies will be included in the planning permit referral process and will be notified of all projects that could potentially be wired.	This outcome has not been satisfactorily addressed.
Host quarterly planning sessions with local carriers.	This outcome has not been satisfactorily addressed.
Host quarterly planning sessions with cities and other stakeholders.	This outcome has not been satisfactorily addressed.
CIO and key departments will meet quarterly to communicate and plan I.T. infrastructure changes; and	This outcome overlaps with the County's Business Technology Strategy process. The Business Technology Strategy is due to be completed and presented to the Board in FY 2007-2008.
Partner with department heads, departmental budget managers, and CEO budget team to develop consistent IT departmental budgets.	This outcome overlaps with the County's Business Technology Strategy process. The Business Technology Strategy is due to be completed and presented to the Board in FY 2007-2008.

Lessons Learned:

- There may be a need for an individual tasked with addressing County-wide IT communications issues.
- Until the County puts in place internal communications improvements, it is unrealistic to consider involving outside entities in the public and private sector
- The County focus for IT infrastructure may be better addressed under a different Board Priority.
- Measures dealing with Departmental budgets should be initiated at the Departmental level in cooperation with the CEO budget team.

MEASURE 2

Improve community access.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes for Fiscal Year 2005-2006

Develop standard approaches to implement learning labs and walk-up government services kiosks in underserved areas of the County,	Kiosks and walk-up government services researched and less costly alternatives explored.
Work with service providers and vendors to provide reduced cost Internet access and technology to underserved areas of the County,	An initial meeting was held. Carriers expressed concern about sharing information about coverage that might be beneficial to their rivals.
Create standards for teaching curriculum, software and hardware used at community labs, and	This has been completed via the targeted technology training initiative (see workforce development above)
Develop marketing plan to promote Stanislaus County as the "Tech Center of the Valley."	This goal was seen as unrealistic in such a short term.

Lessons Learned:

- When working with the private sector, we must be cognizant of their business issues. While the County's role can be in collaborating with the private sector to improve service delivery, ultimately our primary focus will be different than theirs.
- Providing wireless (wi-fi) internet access alternatives to underserved populations (consistent with Connecting Stanislaus strategies) may be our best community access alternative
- Stanislaus County has forged for itself a niche in terms of technology in the Valley via the Connecting Stanislaus strategies. This will require a continuing effort among many parties and community sectors.

MEASURE 3

Enhance network availability.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes for Fiscal Year 2005-2006
Develop a long term strategy for strengthening the IT infrastructure, including a voice network, data storage and backup/redundancy capabilities to ensure customers and other agencies can depend on electronic services – presented to the Board for adoption within 12 months;	This outcome overlaps with the County's Business Technology Strategy process. The Business Technology Strategy is due to be completed and presented to the Board in FY 2007-2008.
Improve IT continuity by providing automatic back-up to 25% of critical systems;	Of the critical systems identified, Oracle Financial Management System, PeopleSoft, E-mail, Internet and the Criminal Justice system, automatic backup is currently occurring for 40%, with E-mail due to be completed in 2007, which would account for a solution for 60% of critical systems.
Pool existing resources at 10% of shared facilities to maximize throughput for all County agencies;	Circuits at 3705 Oakdale Road and at 250 and 251 E. Hackett Road have been pooled to maximize throughput. This represents 6.5%-7% of shared circuits. More circuits will continue to be pooled in 2006-2007.
Implement a back-up data circuit for 10% of critical County locations; and	Of the 10 critical County locations identified, 7 of them currently have back-up data circuits, representing 70%.
Develop a long-term plan for the implementation of network (server) based software–presented to the Board for adoption within 12 months.	This outcome overlaps with the County's Business Technology Strategy process. The Business Technology Strategy is due to be completed and presented to the Board in FY 2007-2008.

Lessons Learned:

- Long-term plans for IT-related issues cannot be successfully completed without collaboration among many agencies. The Business Technology Strategy Steering Committee was formed to address strategic IT planning.

- Business Continuity and Disaster Recovery are basic risk management strategies. There should be Business Continuity plans for any new IT systems viewed as critical to some business function.
- Business Continuity is best coordinated centrally to maximize value and to take advantage of existing capabilities that may currently be under-utilized.

MEASURE 4

Strengthen network security.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes for Fiscal Year 2005-2006
Hire a full-time Countywide I.T. Security Manager;	County IT Security Manager Hired January, 2006.
Purchase and implement a standard Vulnerability Assessment tool that all County departments can use to assess their security status; and	Vulnerability Assessment RFP completed, product selected, purchased and installed. County IT staff trained on Vulnerability Assessment system.
Purchase and implement a standard Intrusion Prevention System at critical points in the County's I.T. network to monitor for viruses, worms and intrusions and proactively stop them before they create havoc on the County's I.T. systems.	Intrusion Prevention System RFP completed, product selected, purchased and installed. County IT staff training still pending.

Lessons Learned:

- County IT Security efforts require countywide participation and coordination.
- A County IT Security Manager can facilitate efforts, but there must be Department Head buy-in in terms of resources and priorities for IT Security to continue to see improvement. Perhaps the development of a plan for more active department head participation should be identified.
- Current purchasing practices have been streamlined in the area of Requests for Proposal. This sometimes leads to improved turn-around times, but this can be at the expense of the Requirements Gathering phase of the process. For major County IT procurement efforts, those participating should make sure to allocate sufficient time to ensure that the requirements for the purchase are valid and complete. In many cases a formal Request for Information should be considered.

GOAL 1

Crows Landing Development Project

Westside Business Park and Multi-modal Industrial Development

The past twelve months have been very fast paced and successful for the Crows Landing development project team and partners.

The Crows Landing development team continues to be inclusive to all aspects of the development process. Formal and informal presentations have been made in various westside communities (Crows Landing Community Services District in March – Patterson Public Forum July 10 – quarterly Crows Landing Steering Committee meetings – April/August 2006) as well as with a regularly updated project website (www.crowsbizpark.biz).

In addition, site clean up efforts continue to be aggressively pursued by the U.S. Navy (under contract with Tetra Tech Inc.). There are several small parcels that are nearing transfer status – 20-month range. These smaller parcels will further strengthen contiguous land reuse options for site development.

In addition to clean up progress, County staff continues to work with the City of Patterson on potential long-term water and wastewater infrastructure issues. Both the County and the City of Patterson realize the potential economies of scale that regional solutions can provide to both constituencies. These conversations will be on going.

Property management is an on-going process.

- UXO protocol documentation has been completed.
- One abandoned well has been destroyed
- Aviation demand survey was conducted/data shared with Steering Committee

Oversight of the 3-year agricultural lease with Pride of San Juan, monitoring the security contract with the City of Patterson and County Sheriff Department, and several very high profile mutual aid requests from the California Department of Forestry round out this project area.

Board Priority: Strong Local Economy

Key: 1/1/1

Goal: Facilitate Job Creation

Champion(s): Keith D. Boggs

Goal Team: CPT = Crows Planning Team: CEO-ED, Planning, Redevelopment, DER, Public Works, County Counsel, Crowslanding Steering Committee

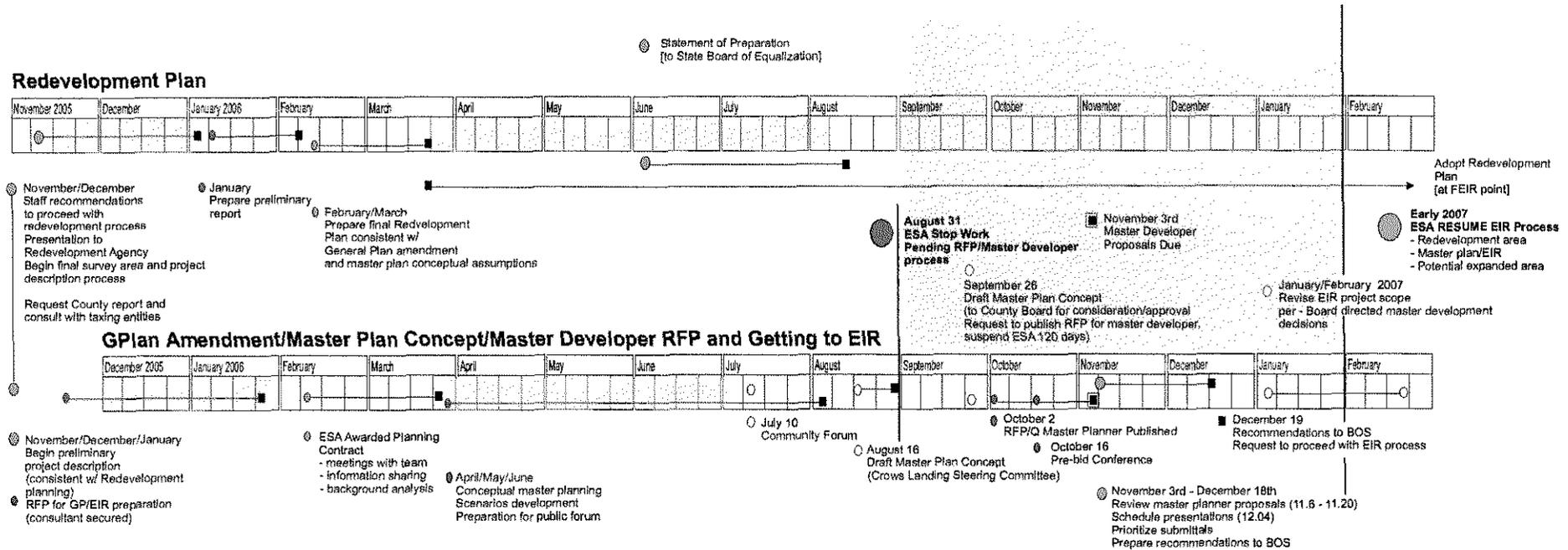
Measure: Develop Land for business park development including commercial/industrial development.

Project Title: Crowslanding project area

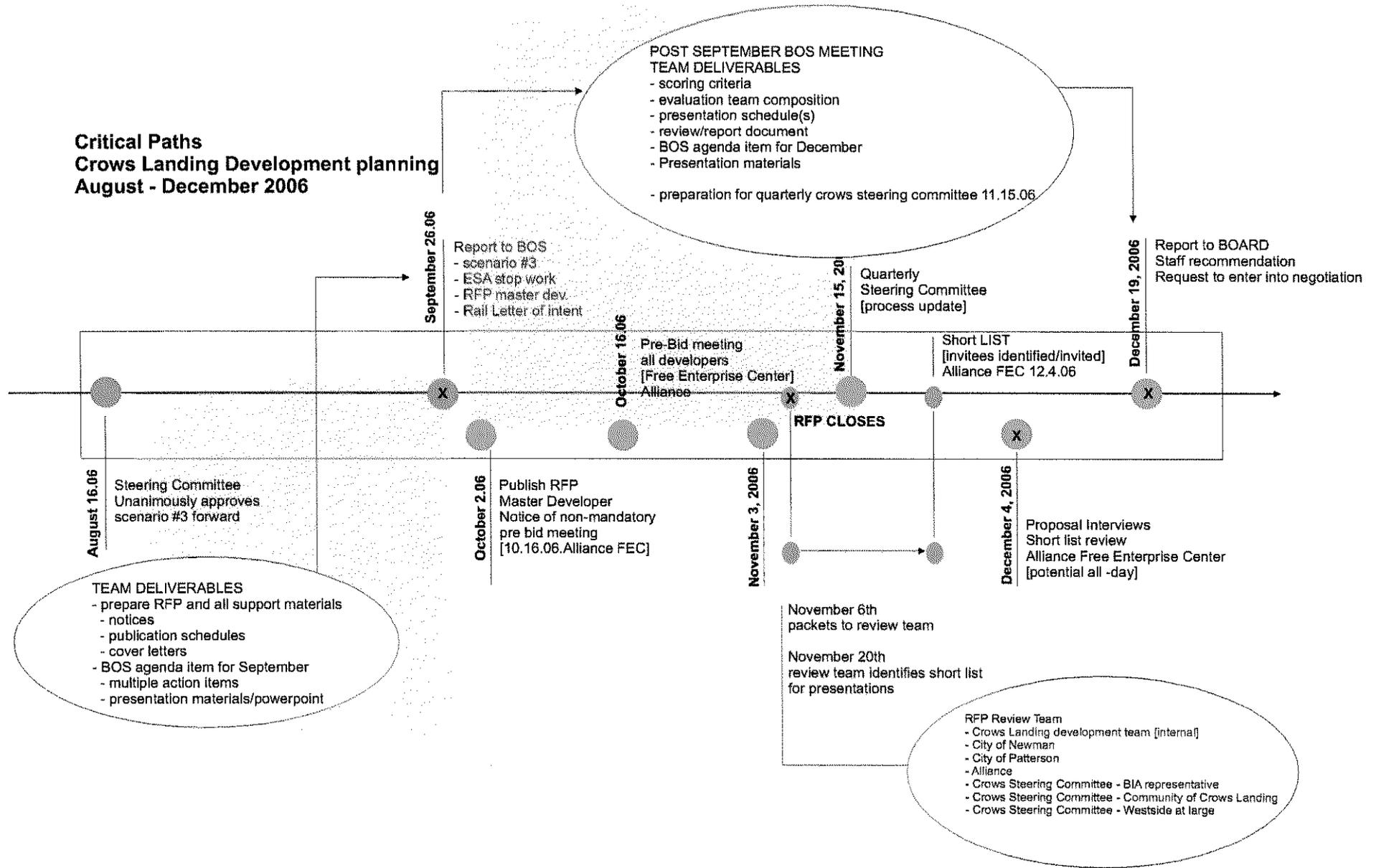
How	When		Who	Resources	Percent
	Start Date	End Date			
Critical Tasks			Assigned to	Needed	Completed
Planning					
1. Redevelopment area designation	11/8/2005	pending EIR timeline	Redevelopment/CPT	appropriation in Crows budget	40%
2. General Plan Amendment/EIR	11/15/2005	10/1/2008	CEO/Planning/CPT	appropriation in Crows budget	15%
3. Master Developer/RFP + decision	12/15/2006	7/15/2007	CEO/Planning/CPT	appropriation in Crows budget	0%
Property Management					
4. Property Management (on-going)	on-going	on-going	CEO	appropriation in Crows budget	on-going
- security contract (SO/City of Patterson)	8/5/2005	on-going	CEO	appropriation in Crows budget	on-going
- Aviation demand survey completed	11/1/2005	2/15/2006	CEO	appropriation in Crows budget	100%
- UXO protocol document completed	10/20/2005	3/15/2006	CEO	appropriation in Crows budget	100%
- Master Development Planning - Scenario Report	3/15/2006	7/10/2006	CEO/CPT/ESA	appropriation in Crows budget	100%
- On-going AG Lease (3 years)	1/1/2006	12/31/2008	CEO	revenue generated to Crows Development budget	on-going

CROWS LANDING DEVELOPMENT AREA

Master Time line - REVISED OPTIMISTIC DRAFT
 Redevelopment/General Plan Amendment/Master Development Planning/RFP Master Developer and EIR
 AUGUST 17, 2006



**Critical Paths
Crows Landing Development planning
August - December 2006**



Sperry Avenue Widening Project

Patterson – West Patterson Business Park – Keystone Business Park

The Sperry Avenue widening project is a two-phase project.

Phase I consisted of the undergrounding of dry-utilities and basic maintenance services. This phase has been completed – however the process was delayed somewhat due to the very wet winter of 2005.

Phase II – the actual road widening effort requires a bridge-widening component over the Delta Mendota Canal. Due to the order of work specified in the scope/contract, the bridge construction is construction priority one.

This bridge reconstruction component requires a substantial amount of materials, which in turn has generated a significant amount of submittal requests from the contractor. County staff must review these submittal requests individually, which has been somewhat time-consuming.

In addition to this high intensity materials process – the contractor started the bridge widening (phase II) by aligning the piles (columns) in the wrong location and work had to stop to correct this issue.

The design team ultimately had to review and re-design new piles and locations, which also included several small changes to the bridge design.

All set backs have been corrected to County's satisfaction and this project is back on-track.

The estimated delivery date remains June 2007.

Board Priority: Strong Local Economy

Key: 1/1/1

Goal: Facilitate Job Creation

Champion(s): Stan Risen

Goal Team: Bill Carlson, Planning and Community Development

Measure: Develop Land for business park development including commercial/industrial development.

Project Title: Salida Community Planning

How	When	Who	Resources	Percent
Critical Tasks	Start Date	End Date	Assigned to	Completed
1a) Modify current applications, as necessary, and/or submit applications for development	Immediate	Immediate	Salida Developers	0% Waiting on applicant
1b) Invoiced costs not yet paid to county; prepare a cost agreement going forward	Immediate	Immediate	Ford, Risen, Stringer	100% Done
1c) Develop business plan through capital improvements and financing program to be prepared, reviewed and agreed	Dec-05	Jan-06	Ford	100% Done
2) Re-evaluate job creation numbers and its effect on traffic modelling.	Jan-06	Jan-06	Ford, Boggs	100% Done
3) Determine location of regional commercial in relation to SR99/Hammett road interchange	Jan-06	On Hold	Ford, Carlson, Consultants	0% Waiting PSR
4) Revise the PSR study of Hammett Interchange and Kiernan Interchange, create revised scope, contract and authorize.	Jan-06	On Hold	Kirk, Steve Ericksen	1% Contract awarded working
5) Coordinate with StanCOG to determine the appropriate level of analysis necessary for the North County Expressway plan; develop scope of work	Jan-06	On Hold	Stan, Kirk, Stillman and Vince Harris	0%
6a) Prepare RFP for program/project level EIR, release and select EIR consultant	Jan-06	Feb-06	Kirk, Scott Stringer	100% Done February
6b) Prepare a contract for future board approval for preparation of an EIR and schedule	Jan-06	Feb-06	Ford; County Counsel; Carlson	100% Done March
7) Prepare and review a Draft Water Supply Plan and Urban Water Management Plan	On Hold	On Hold	EIR consultant; Ford; Carlson; R Freitas; Salida Sanitary; Salida Fire; Public Works; DER; Co. Counsel	0%
8) Wastewater plant expansion - options analysis to include conversion to tertiary treated water and phasing plan	On Hold	On Hold	Salida Sanitary District Manager; PW	0%
9) Draft Municipal Services Review document that defines existing service levels and anticipated service and infrastructure needs	Jan-06	On Hold	EIR consult; Ford; Carlson; Special Districts and Service Providers	0% Waiting on applicant
10) Prepare a Draft Community Plan	Jan-06	On Hold	EIR consult; Ford; Carlson	80% EMC- April and June

document to be referred to by Community Plan and Specific Plans	On Hold	On Hold	EIR consult; Ford; Carlson	0% Waiting on applicant
12) Prepare a Draft Regional Riverfront Park Plan - cost the improvements and determine phasing	On Hold	On Hold	Harrigfeld; Carlson; Stringer	0% Waiting on applicant
13a) Create project description and submittal of individual project tentative maps	On Hold	On Hold	Carlson; Salida Developers	<1 Waiting on applicant
13b) Complete and revise Specific Plan documents for west and east of Highway 99 - review and release	On Hold	On Hold	Ford; Bill Carlson; Salida Developers	0%
14) Prepare an Infrastructure (transportation, water, sewer and storm drainage) Phasing Plan that includes costs for the infrastructure	On Hold	On Hold	Salida Developers; Public Works; Ford; Carlson; EIR Consultant	<1
15a) Prepare an Ongoing Service Plan (all infrastructure plus fire, schools and other county services)	On Hold	On Hold	Public Works; Ford; Carlson; EIR Consultant	0%
15b) Interface with School Districts to set up and upfront fee agreement	On Hold	On Hold	Carlson; Stringer	0%
16) Prepare infrastructure and services financing plan to address capital and on-going operations and maintenance	On Hold	On Hold	Ford, Risen, Carlson, Goodwin Consulting, Salida Developers	0%
17a) Conduct or revise technical studies for EIR	On Hold	On Hold	EIR consultant, Appropriate Co. Staff	0%
17b) Define and evaluate EIR "Alternatives"	On Hold	On Hold	EIR consult; Carlson; Ford; PW; DER	0%
17c) Prepare and release a new Notice of Preparation for a new EIR	On Hold	On Hold	EIR consult; Carlson; Ford	0%
18) Prepare and review Administrative Draft EIR	On Hold	On Hold	EIR consultant; Planning, PW; DER; Parks, Co. Counsel, CEO, Sheriff, etc	0%
19) Review and release Draft Community Plan, Specific Plans and EIR	On Hold	On Hold	EIR consultant; Planning, PW; DER; Parks, Co. Counsel, CEO, Sheriff, etc	0%
20) Draft EIR Public Review Period	On Hold	On Hold	EIR consult; Carlson; Ford	0%
21) Review comments and prepare responses; prepare Final EIR	On Hold	On Hold	EIR consultant; Planning, PW; DER; Parks, Co. Counsel, CEO, Sheriff, etc	0%
22a) Draft Development Agreements and cost to each developer	On Hold	On Hold	Ford; Carlson and County departments	0%
22b) Prepare Administrative Record - staff report/findings/conditions/ resolutions and Ordinances	On Hold	On Hold	Carlson; Ford, Doering & Clerk of BOS	0%
23) Public Hearing Process including community relations	On Hold	On Hold	R Freitas, Ford, Risen	0%

Targeted Technology Training Project (T3) Community Outreach

The Targeted Technology Training project is designed to close the technology gap that exists in our county by provide the community with the opportunity to get free computer training. There have been three successful phases of T3 and the fourth phase is set to begin in December of 2006.

There are eight courses offered through Targeted Technology Training.

The courses offer the basics for varying tasks and programs, such as Internet browsing, web design, and word processing.

Phase III began in October of 2005 and ended in March of 2006 covering a six month implementation cycle. There were 159 classes held within that performance window totaling 636 hours of instruction. Courses were taught at six stationary sites in the cities of:

- Grayson,
- Modesto,
- Turlock,
- Patterson and
- Waterford

In addition to these facility-based locations – an in-kind mobile lab (offered through our partnership with MJC) provided various other (non-traditional) locations.

The project model has been updated for the fourth phase of T3 in an attempt to increase project sustainability. While this new approach will be the basis of our cycle two/year two-measurement focus – it is important to note that the new model outlines 100 four-hour long classes to be given in a twelve-month cycle for a reduced total cost of \$28,000.

We are in the process of purchasing our own mobile lab equipped with sixteen laptops and wireless capability. By having our own mobile lab, we will increase our vendor options, ensuring lower proposed instruction/administration rates. The County Redevelopment Agency via CDBG funding has partnered with this unique outreach, providing \$20,000 in return for 50 classes to be taught using the mobile lab at sites targeting high risk, unemployed and under-employed populations and special groups which is consistent with the mission and purpose of this economic development activity.

With the recent (2005/06) grant received from the County Economic Development Bank and the CDBG's contribution, the program is sustainable for another two phases at minimum.

The Economic Development unit continues to search for new grant funding opportunities to sustain this project into the longer term and for many more years to come.

Board Priority: Strong Local Economy

Goal: Facilitate Job Creation

Champion(s): Keith Boggs

ED Staff, Community (sector) partners

County Planning - Redevelopment

Measure: Increase workforce preparedness and skills

Expected Outcome

Year 1 T3 attendance of a minimum of 1500 County residents. Dedication of 2 new learning labs. Minimum of 8 workshops at Tech Fair.

Baseline measurement of computer equipment, computer literacy, and Internet access. Distribution of at least 40 computer computers via the Community Casa TEC program.

How Projects	Critical Tasks	When		Who Assigned to	Resources Needed	Completed Percent
		Start Date	End Date			
Targeted	1. Implement third round of T3	10/18/2005	3/30/2006	ED Unit		100%
Technology	- Secure 9 locations throughout county	8/1/2005	3/4/2006	ED Unit		100%
Training (T3)	- Schedule 32 Mobile Lab sessions	8/1/2005	3/4/2006	ED Unit		60%
	- Utilize bi-lingual instructor at one site (minimum)		on-going	ED Unit		om-going
	2. Source funding to extend/grow T3		on-going	ED Unit		
	- Capture additional data as it relates to	12/5/2005	3/30/2005	ED Unit		50%
	other county initiatives			ED Unit		
	- Facilitate collaboration with other county departments		on-going	ED Unit		
	- Continually investigate grant opportunities		on-going	ED Unit	Staff Time	
	3. T3 2006-7					
	1. Update program model for improved sustainability	5/1/2006	on-going	ED	Staff Time	100%
	2. Secure funding	3/6/2006	6/6/06	ED Unit	Staff Time, Grants	100%
new cycle	- CDBG \$20K	3/6/2006	5/2/2006	ED Unit	Staff Time	100%
transfer forward	- ED Bank Grant \$45K	3/6/2006	6/6/2006	ED Unit	Staff Time	100%
	- RFP development - phase IV	8/1/2006	1/1/2007	ED Unit	Staff Time	25%
	- Mobile lab purchase	9/30/2006	1/1/2007	ED Unit	grant funded	25%
	- T3 phase IV go live	1/1/2007	12/31/2007	ED Unit	grant funded	20%

Connecting Stanislaus Community Technology Strategy

Targeted Technology Training Initiative

Overview to Date

Classes Held	
Stationary	294
Mobile lab	104
Total	398

Total Participant Instruction Hours = 21,164

Class Attendance	
Stationary	4,483
Mobile lab	808
Total	5,291

Training Modules - Class Offerings by Topic

What's in the Box?	47
Looking into Windows	66
Internet Basics	41
PC Troubleshooting	44
Web Design Basics	35
Database Management	22
Word Processing	70
Excel	37
Word II	27
Outlook	6
PowerPoint	3
Total	398

Total Classroom Hours = 1,592

Student Demographics

Community Sector	
Agriculture	14%
CBO - Non-Profit	17%
Health Care	12%
Small Business	19%
Other Sectors	31%
No Response	7%

Age Groups	
18 - 25	5%
26 - 35	14%
36 - 45	21%
46 - 55	21%
55+	32%

WAITING LIST IS GROWING DAILY
There are 272 people registered on a technology training waiting list. (as of April 2006)

Class Surveys - All Courses Combined

When asked how they (students) would rate the importance of understanding technology 82% stated a high or very high importance as it relates to worker development and quality of life.

BEFORE: 5% of student participants (self-proclaimed) a very high to high understanding of technology subject matter prior to class enrollment.

AFTER: 72% of student participants considered themselves to have a very high or high understanding of technology subject matter after attending classes.

91% of all participants expressed interest in gaining deeper knowledge of technology as it relates to personal development and job skill advancement.

49% stated that they would be willing to pay for additional (higher level) technology training from a local (private) vendor.

Comments from Students

"These computer classes are very important! County services (i.e. Tax Assessor's office) want you to use the computer for information."

"I am not afraid of touching a computer as before this class. I hope to learn more."

"The community of Stanislaus needs more tech classes available year round."

"The computer can do many things - much more than I could have imagined!"

"We really need this kind of information for adults. After all, we didn't have the opportunity to learn about computers in our school careers."

"The class and teacher are so enjoyable that time passes very quickly."

"I am better prepared because of this. We should have more programs like this in our community."

"Many jobs require that you fill-out applications on-line. I feel I can now do that."

- Communities Served to date:
- SCOE (Stanislaus County Office of Education)
 - Waterford High School
 - Turlock (Allard School)
 - Ceres (Stanislaus County AG Center)
 - Modesto (Valley Business High School)
 - Patterson High School
 - Modesto (Chrysler School)
 - Grayson (United Community Center)
 - Modesto (Freedom Elementary)
 - Mobile Outreach
 - Keyes
 - Salida
 - Hughson
 - Empire
 - Denair
 - Hickman

2003 - 2006

Connect 06 Technology Fair

The Connect Showcase is an annual technology fair (formerly Connecting Stanislaus) organized by the private and public sectors.

This one day event brings leaders from the technology and business communities together in an environment that offers both technologists and business people the opportunity to network and share – to see what the “next big thing,” might be - while providing workshops, training, and continuing education.

During this performance cycle a different delivery approach was taken. In Connect 06 (the 6th annual event) the traditional job fair component was omitted due to continuous improvement suggestions from vendors, sponsors, exhibitors and business leaders.

While there was a subtle drop in overall event attendance the quality of attendees was much higher. Total attendance for Connect 06 was 2,200, with 136 attendees for the Breakfast Kick-Off. The workshops had an attendance average of 20 people. This spelled success for the business-to-business sectors.

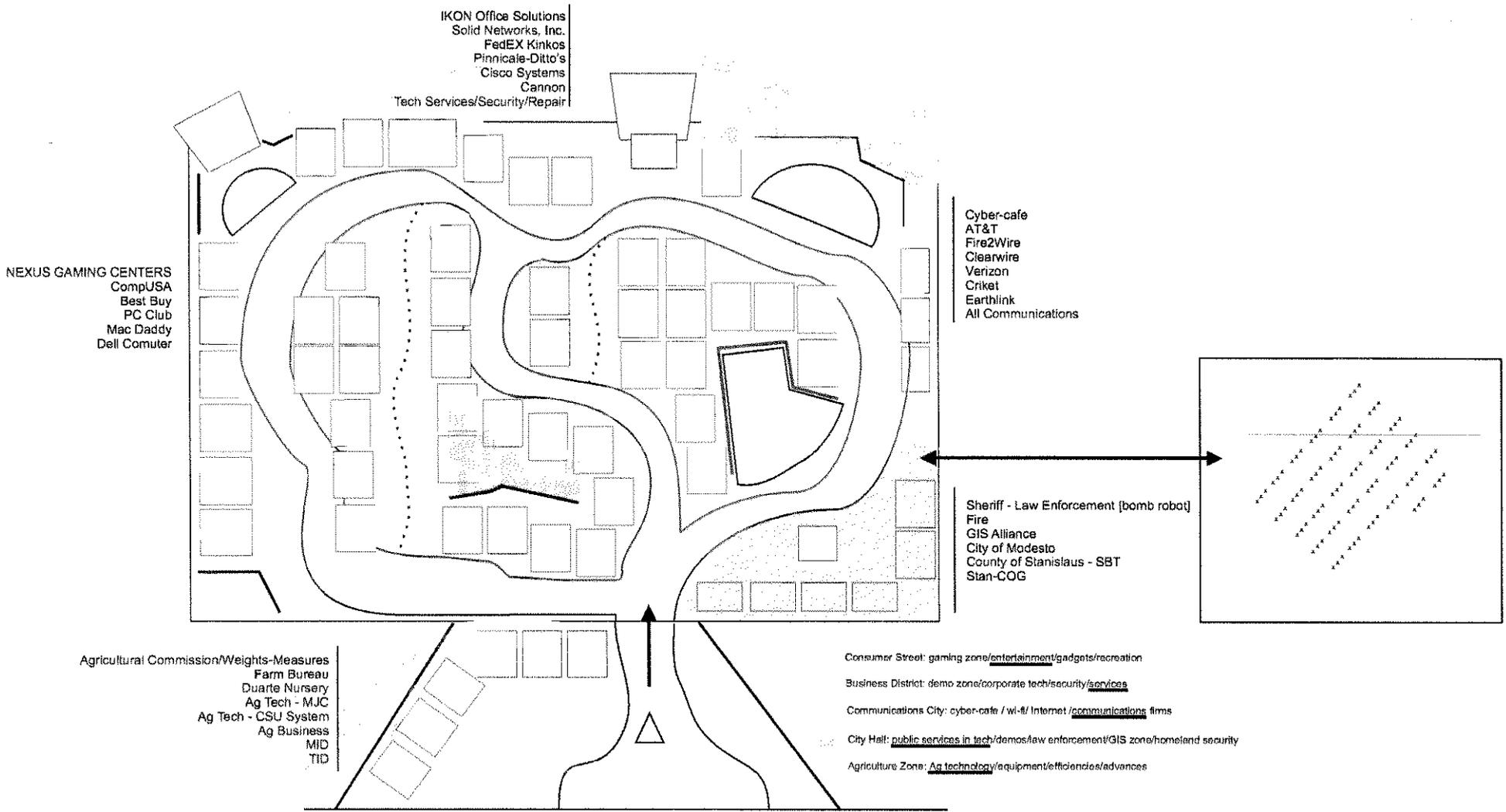
During the next performance cycle – the Workforce Alliance will begin to transition into a leadership role as facilitator of this event. County Economic Development staff will continue to monitor this transition through year 7 – offering all assistance required to ensure a seamless event transition and continued community success.

The planning process for Connect 07 has started and is well underway. Historically, the event started at 7 am with an invitational kick-off breakfast and went closed at 3pm with a keynote speaker. Connect 07 will start at 11 am with an invitational lunch and will go until 7pm to help bring the consumer public into this regional technology celebration.

In addition to the revised event schedule a new theme approach has been developed by County Economic Development partners whereby the space will be sub-divided into technology “neighborhoods” (see attached graphic for illustration).

Communication City, the Business District, City Hall (for public technology showcases) and Consumer Road will provide an easier navigation of the entire space by event attendees.

Tech Fair	1. Host Tech Fair	11/16/2005	4/25/2006		Staff Time, Sponsorship	100%
	2. Identify, Secure participants					
	- Vendors	11/16/2005		ED Unit	Staff Time	100%
	- Sponsors	11/16/2005		ED Unit	Staff Time	100%
	- Negotiate participation	11/16/2005		ED Unit	Staff Time	100%
	- Signed agreements	1/4/2006		ED Unit	Staff Time	100%
	- Targeted Visitors	11/16/2005		ED Unit	Staff Time	100%
	3. Facilitate meetings with Planning Committee	11/16/2005	on-going	ED Unit	Staff Time	on-going
	- Increase frequency as deadline draws near					
	4. Develop schedule	11/16/2005	4/14/2006	ED Unit		
	- Assign workshop tracks to committee team members	11/16/2005		ED Unit	Staff Time	100%
	- Demonstrations					
	- Identify industry best practices for demonstrations	12/15/2005		ED Unit	Staff Time	100%
	- Confirm demonstrators	12/16/2005		ED Unit	Staff Time	100%
	5. Graphic Design, Branding					
	- Redesign logo, branding	11/16/2005	1/4/2006	ED Unit	Staff Time	100%
	- Consensus from Planning Committee		1/4/2006	ED Unit	Staff Time	100%
	6. Debrief event	4/26/2006	5/10/2006	ED Unit	Staff Time	100%
	- Attend debrief meeting	5/10/2006	5/10/2006	ED Unit	Staff Time	100%
	- Analyze survey data	4/26/2006	5/10/2006	ED Unit	Staff Time	100%



CONNECT 07: Our TECHNOlogy Community

Computer Usage Survey Analysis

2006.baseline

goal: Facilitate job creation

measure: Increase workforce preparedness

The computer usage survey [2006 baseline] investigated computer usage for residents in Stanislaus County. This was done in March of 2006 by sending 750 surveys to randomly selected individuals throughout the County.

This survey was conducted by the Stanislaus County, Economic Development Unit [a division of the County Chief Executive Office], as part of a technology based continuous improvement strategy.

The primary objective of this effort was to determine the extent to which County residents rely on computers for their day-to-day activities. The survey provides us with information that will be of great benefit. By establishing the needs and desires of the community, we can continue to improve the service initiatives of Connecting Stanislaus accordingly.

Of the 750 surveys mailed out, 130 were returned or 17.3%. This +17% return rate helps to accredit our analysis and conforms to a +/- 95% statistical significance based upon the random survey approach.

As an incentive to complete the survey, an Apple iPod was donated by CompUSA and raffled off as a prize. In order to be entered into the raffle, participants needed to have returned their survey, along with their contact information.

The survey consisted of six primary technology based questions, some consisting of multiple sections. Some questions allowed participants to write in their own answers, while others only allowed participants to choose from a list of options. A complete list of questions (and responses with graphs) can be found at the end of this study. The questions asked on the survey were as follows:

1. Where do you use a computer?
2. How many hours a week do you use computers at home, work, and school?
3. Do you have Internet access at home, work, and school?
4. How do you usually connect to the Internet?
5. What can you do on a computer?
6. What County services have you used on-line via the County website?

Question 1: Where do you use a computer?

Participants were given the options of at home, work, and or school. There were a total of 193 responses to this question.

- 119 Participants used a computer at home,
- 64 used a computer at work, and
- 10 used a computer at school.
- Home usage accounts for 62% of where participants are using the computer.

- Work usage is nearly half that of home usage (33%),
- while usage at school only accounts for 5% of all usage.

It can be generalized that in this sample, residents use a computer at home nearly twice as often as at work and almost 12 times more often than at school.

This may be inconsistent with actual usage patterns. In future survey analysis we will break these questions out (into separate design queries) so that we can better measure true computer use patterns.

Question 2: How many hours a week do you use computers at home, work, and school?

Total participants reported using the computer for 1,375 hours a week at home, 1247 hours a week at work, and 68 hours a week at school.

Participants spend 51% of their weekly time on a computer at home, compared to 46% of their weekly computer time spent at work and 3% of their weekly computer time spent at school.

This question (as in question one) should be retooled to allow for separate indicators. In future analyses we intend to break these options out to better measure and compare use patterns.

Question 3: Do you have Internet access at home, work, and school?

There were 188 responses to this question. There were 116 responses (61.70%) that indicated that participants had Internet access at home, 64 responses (34.04%) that indicated participants had Internet access at work, and 8 responses (4.26%) that indicated participants had Internet access at school.

The at home percentage is consistent with other, regional analysis.

Question 4: How do you usually connect to the Internet?

Participants were given connection options of:

- DSL,
- cable modem,
- wireless,
- dial-up, and
- don't know.

There were 136 responses to this question.

- 65 participants stated they used a DSL connection (47.79% of all responses),
- 24 stated they used a cable modem connection (17.65% of all responses),
- 13 stated they used a wireless connection (9.56% of all responses),
- 9 stated they didn't know what type of connection they used (6.62% of all responses).

This suggests that DSL is the most popular type of Internet connection in Stanislaus County. It also reveals that 6.62% of people in the sample do not know what type of connection they use.

Question 5: What can you do on a computer?

Participants were given eight options (type a document, visit websites, send e-mails, play games, shop on-line, download purchased music, save digital photos, and other).

There were 692 responses to this question (multiple responses were encouraged).

- Visit websites was the most popular option with 117 responses (16.91%),
- The next most popular option was type a document (16.3%).
- Sending e-mails had 112 responses (16.18%),
- play games had 89 responses (12.28%),
- shop on-line had 98 responses (14.16),
- download purchased music had 52 responses (7.51%),
- save digital photos had 90 responses (13.01%), and
- other had 25 responses (3.61%).

This data is very encouraging and demonstrates that residents of Stanislaus County are using the computer and various computer based technologies for a variety of activities.

Question 6: What County services have you used on-line via the County website?

Participants were given the options of:

- paid taxes,
- searched library catalog,
- searched for recorded documents,
- watched a Board meeting,
- accessed a GIS map, and
- other.

There were 115 responses to this question.

- Paid property taxes received 4 responses (3.48%),
- searched library catalog received 38 responses (33.04%),
- searched for a recorded document received 37 responses (32.17%),
- watched a Board meeting received 5 responses (4.35%),
- accessed a GIS map received 23 responses (20.00%), and
- other received 8 responses (6.96%).

This information implies that residents primarily use the County website for informational purposes (searching the library catalog or accessing a GIS map), rather than more hands on activities (paying property taxes or watching a Board meeting).

ADDITIONAL INFORMATION

In addition, participants were asked to provide demographic data such as their age, ethnicity, gender, and type of business for which they were employed. Responses included:

- The minimum age of the participants was 21 and the maximum age of the participants was 87.
- The median age of the participants was 46, with the 25th percentile age being 35 and the 75th percentile age being 56.

Participant ethnicity ranges were:

- Five participants reported their ethnicity as Asian (5% of responses),
- 1 participant reported his/her ethnicity as Assyrian (1% of responses),
- 2 participants reported their ethnicity as Black (2% of responses),
- 20 participants reported their ethnicity as Hispanic (19% of responses),
- 76 participants reported their ethnicity as White (70% of responses), and
- 3 participants reported their ethnicity as other (3% of responses).

123 participants gave their gender.

- 52 of the participants were female (42.27%), while
- 71 of the participants were male (57.73%).

LOOKING FORWARD

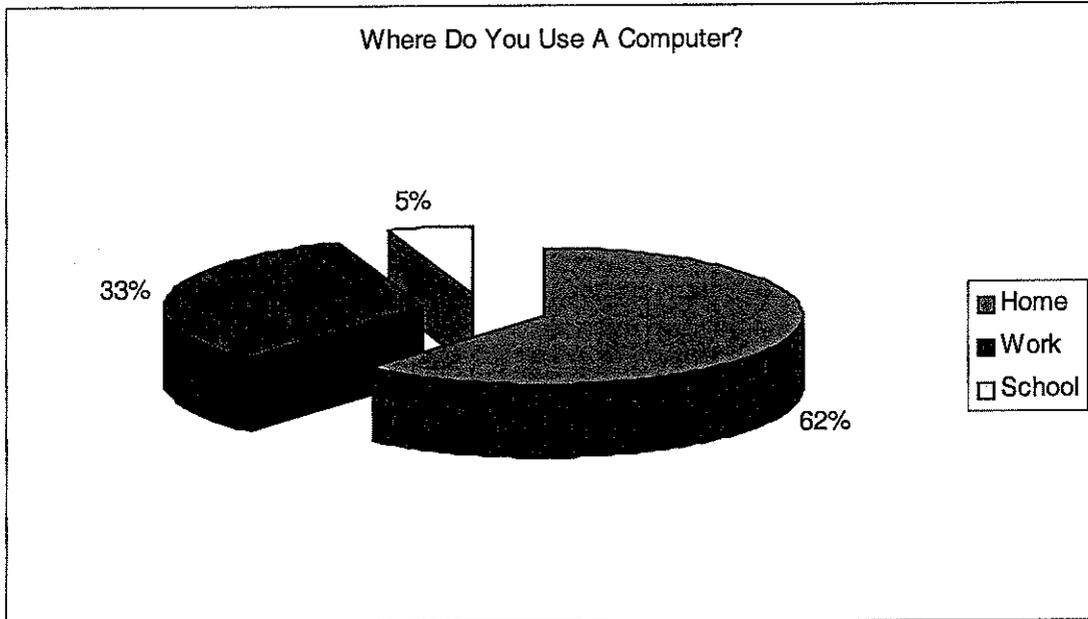
The Stanislaus County Economic Development Unit plans to conduct the community computer usage survey again in March 2007.

Survey methodology and various content improvements are already being developed to improve upon this process in the second cycle.

Ultimately, this year over year analysis will provide invaluable assistance with determining future resource allocations and technology based training and outreach objectives.

Question 1: Where do you use a computer?

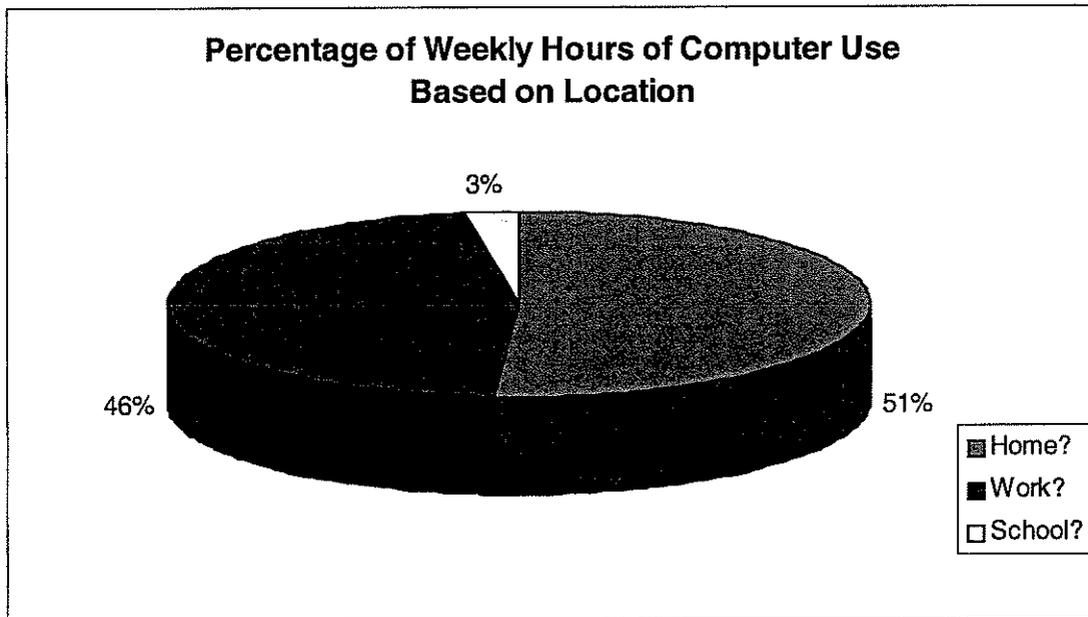
Home	119
Work	64
School	10
Total	193



Question 2: How many hours a week do you use computers at...?

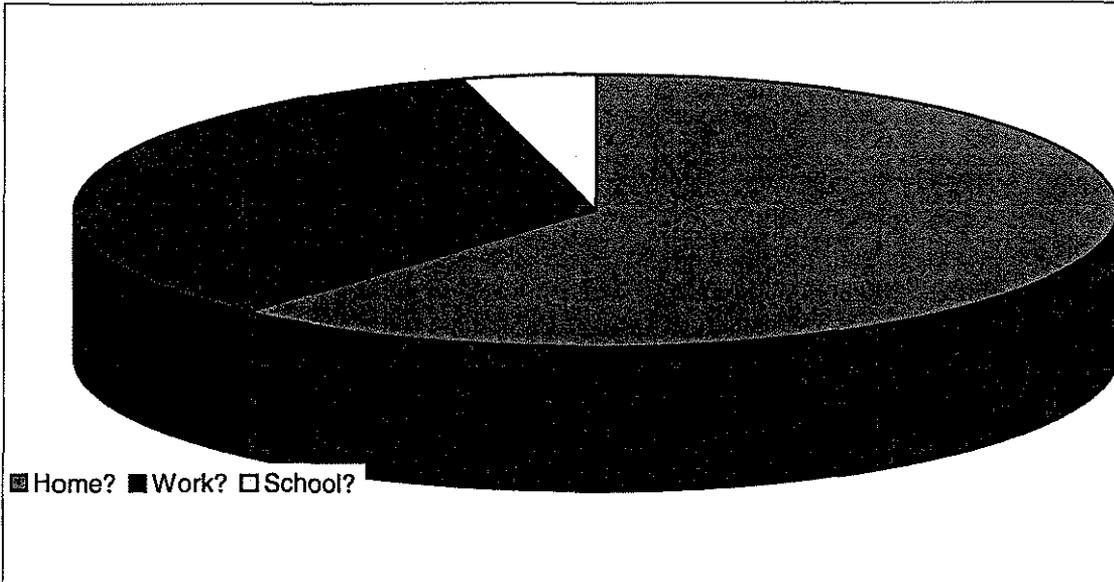
(Total hours)

Home	1375
Work	1247
School	68



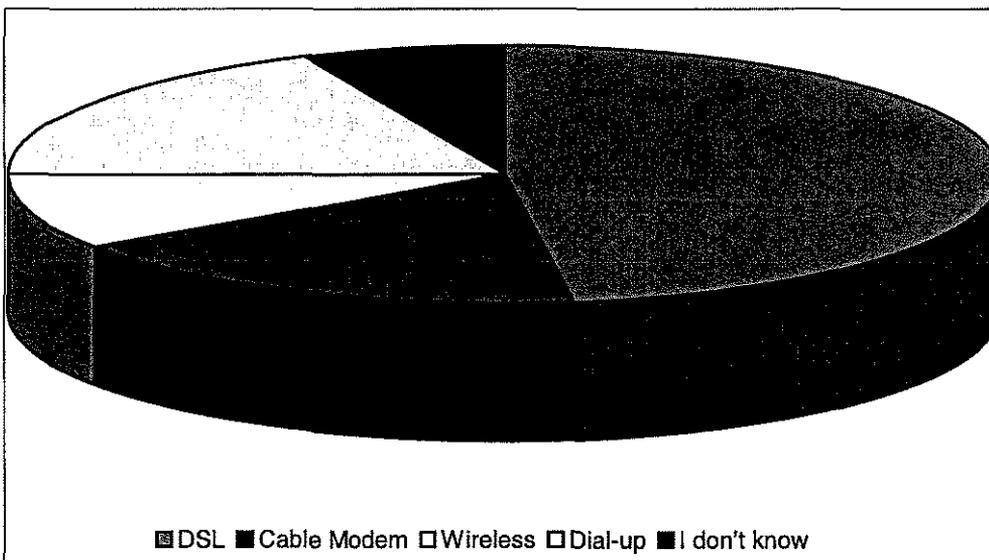
Question 3: Do you have internet access:

Home	116 (61.70%)
Work	64 (34.04%)
School	8 (4.26%)
Total	188



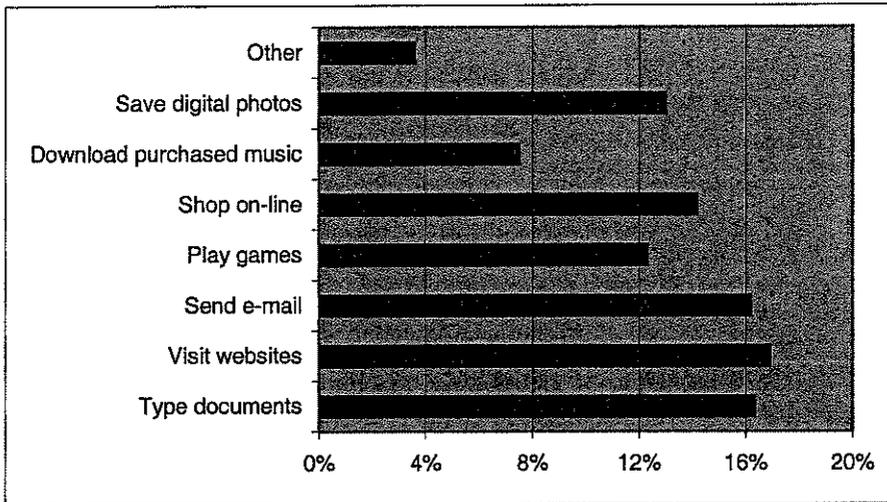
Question 4: How do you usually connect to the internet?

DSL	65 (47.79%)
Cable modem	24 (17.65%)
Wireless	13 (9.56%)
Dial-up	25 (18.38%)
Don't know	9 (6.62%)
Total	136



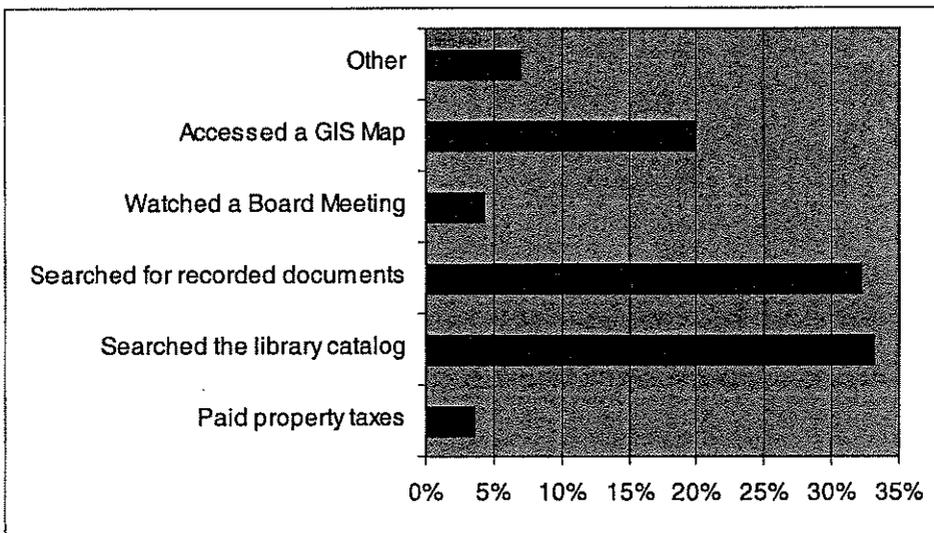
Question 5: What can you do on a computer?

Type document	113 (16.3%)
Visit websites	117 (16.91%)
Send e-mail	112 (16.18%)
Play games	89 (12.28%)
Shop on-line	98 (14.16%)
Download purchased music	52 (7.51%)
Save digital photos	90 (13.01%)
Other	25 (3.61%)
Total	692



Question 6: What County services have you used on-line via the County website?

Paid property taxes	4 (3.48%)
Searched library the catalog	38 (33.04%)
Searched for recorded documents	37 (32.17%)
Watched a Board meeting	5 (4.35%)
Accessed a GIS map	23 (20.00%)
Other	8 (6.96%)
Total	115

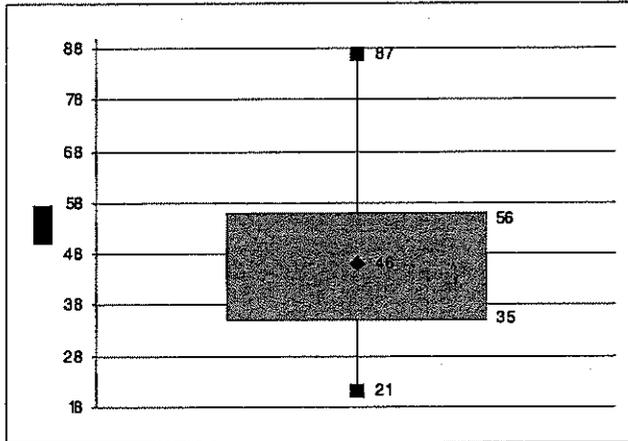


Question 7: Enter your e-mail address if you would like to receive periodic information on training opportunities, new services, and featured programming.

Question 8: About you (optional)

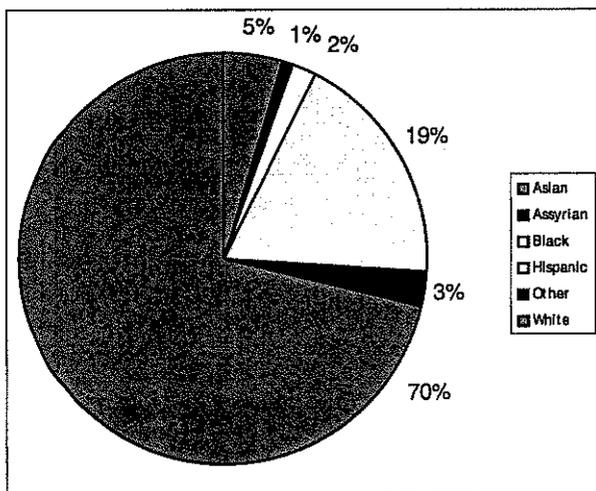
Age

Minimum	21
25 th percentile	35
Median	46
75 th percentile	56
Maximum	87



Ethnicity

Asian	5
Assyrian	1
Black	2
Hispanic	20
White	76
Other	3



Sex

Female	52
Male	71

Type of business you work for (see raw data for results)

Question 9: Please provide your name and address if you would like to be entered to win the Apple iPod.

Question 10: How did you hear about this survey?

Postcard in the mail	123 (100%)
Connectingstanislaus.com website	0 (0%)
From a friend/colleague	0 (0%)
Other	0 (%)
Total	123

	- Randomly choose prize winners, distribute prizes	4/28/2006	5/10/2006	ED Unit	Staff Time	100%
Computer Usage	1. Develop survey	12/12/2005		ED Unit	Staff Time	
Survey	- Research existing research data	12/13/2005	12/22/2005	ED Unit	Staff Time	100%
	- Identify update interval of external surveys	12/14/2005	12/23/2005	ED Unit	Staff Time	100%
	- Design survey	12/15/2005	1/6/2006	ED Unit	Staff Time	100%
	- Design graphics	12/16/2005	1/7/2006	ED Unit	Staff Time	100%
	- Design questions	12/17/2005	1/8/2006	ED Unit	Staff Time	100%
	- Create web-based survey	12/18/2005	1/9/2006	ED Unit	Staff Time	100%
	- Identify sponsorship as tie-in to Tech Fair	12/19/2005	1/3/2006	ED Unit	Staff Time	100%
	- signed agreement	12/20/2005	12/20/2005	ED Unit	Staff Time	100%
	- Identify deployment methodology	12/21/2005		ED Unit	Staff Time	50%
	- Identify recipients	12/22/2005		ED Unit		
	- Print surveys	2/1/2006	2/15/2006	ED Unit	\$300	100%
	2. Deploy survey	1/22/2006	4/25/2006	ED Unit	\$1300	100%
	3. Collect & Analyze survey data	1/23/2006	4/26/2006	ED Unit	Staff Time	100%
	4. Incorporate findings into grant proposals and Targeted Technology Training location decision-making process	1/23/2006	on-going	ED Unit	Staff Time	on-going

Board Priority: A Strong Local Economy

Key: 1/3/1

Goal: Facilitate Job Creation

Champion(s): Keith Boggs, Doug Sweetland

Goal Team: ED Unit/CEO Staff, Zone 40 EZ Team, The Alliance, PFF Committee

Measure: Incentives - Enterprise Zone/County PFF Programming

Project Title: _____

How	When		Who	Resources	Percent
	Start Date	End Date			
ENTERPRIZE ZONE					
Establish a sound Enterprise Zone process					
1. Complete and Submit EZ Application	Apr-04	Aug-05	EZ Team	Staff-EZ Team	100%
2. Prepare initial documents for EZ approval	Oct-05	Nov-05	EZ Team	Staff-EZ Team	100%
3. Schedule initial professional and business group meetings	11/16/2005	11/17/2005	Alliance	Staff-EZ Team	100%
4. Develop initial Zone Marketing Materials - brochures, web site, fact sheets, promotional materials	Oct-05	Jan-06	Alliance	Staff/Budgeted Marketing \$\$	100%
5. Develop 6 month Marketing strategy	Dec-05	Jan-06	Alliance/ED Unit-CEO	Staff/Budgeted Marketing \$\$	100%
6. Establish policies for the EZ Expansion Process	Dec-05	Jan-06	ED Unit/CEO	Staff - EZ Team	100%
7. Initial contact with County jurisdictions regarding the Expansion process	Dec-05	Jan-06	Alliance	Staff - EZ Team	100%
8. Board Report to County BOS Expansion Requests	3/15/06	3/15/06	ED Unit/CEO	Staff - ED Unit	100%
9. Application to State of California HCD - Zone 40 Expansion	4/1/06	4/15/06	ED Unit/Alliance/EZ Team	Staff EZ Team	70% (pending State HCD)
10. Evaluate, Review, Revise & Report Out	11/15/05	12/1/06	Alliance/EZ Team	EZ Team	75%
PFF PROGRAMMING					
PFF Program: Multi-Year Deferral for Job Creating Development	12/10/05	2/15/06	ED Unit/CEO/PFF Committee	Staff ED Unit	100%
PFF Inter-City Road fee to RTIF Conversion	1/1/2006	3/1/06	ED Unit/CEO	Staff ED Unit	100%
Quarterly programming updates to StanCOG Policy Board	3/1/2006	on-going	ED Unit/CEO	Staff ED Unit	on-going
Administrative Agreement with StanCOG Policy Board - RTIF Input	3/1/2006	10/1/2006	StanCOG/ED Unit	Staff ED Unit/StanCOG	90%

W Keys



An Overview

ACT[®]

What is WorkKeys®?

WorkKeys is a job skills assessment system measuring “real world” skills that employers believe are critical to job success. These skills are valuable for any occupation—skilled or professional—and at any level of education.

Assessments

The abilities to learn, listen, communicate, work in teams, and solve problems are important assets for any worker, regardless of career choice. WorkKeys assessments measure these abilities in three key areas:

Communication

Business Writing, Listening, Reading for Information, Writing

Problem Solving

Applied Mathematics, Applied Technology, Locating Information, Observation

Interpersonal Skills

Teamwork

Any of the nine WorkKeys assessments can be completed in less than an hour and can be taken at schools, businesses, or other locations that administer WorkKeys. Several assessments are available in computer-based and Spanish versions.

Job Analysis

The WorkKeys job profiling component offers a concrete way for organizations to analyze the skills needed for specific jobs and to describe those needs to educators, students, and job applicants.

For each position, job profiling identifies the skills and WorkKeys skill levels an individual must have to perform successfully. By comparing job profile information with individuals’ scores on the WorkKeys tests, organizations can make reliable decisions about hiring, training, and program development. Job profiling meets the validity and fairness requirements of EEOC guidelines.



Training

WorkKeys enables educators, individuals, and employers to identify skill gaps and guide training decisions to improve WorkKeys scores when necessary. Training resources are available online and through ACT Centers™ and WorkKeys partner sites, as well as one-stop career centers, Workforce Investment Act centers, and school-to-work consortiums. The option to improve skills is a win-win situation for everyone—making individuals more employable and businesses more competitive through a better-trained workforce.

WorkKeys Skill Scores

Level Scores

These scores can be used for selection, promotion, or other individual high-stakes purposes. The scores are designed to be used with a job profiling process for employee selection and promotion decisions. Level Scores consist of a range of four or five broad score bands across the performance range.

Scale Scores

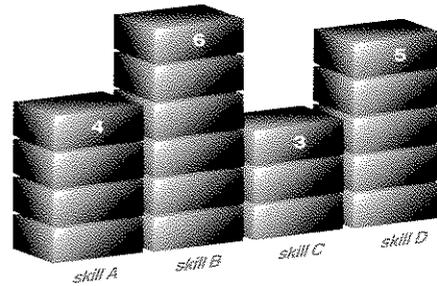
These scores can be used to show growth over time, provide group comparisons in outcomes measurements, and show evidence of ability to benefit. Educators and trainers frequently assess the achievement of their students by administering a pre-test and a post-test in selected subject areas. Scale Scores are not to be used for hiring or promotion decisions.

WorkKeys Certificate Initiatives

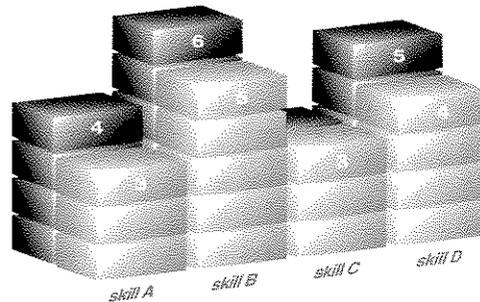
Many states have implemented career and work readiness certificate programs to help individuals document their skills for potential employers. The certificates are based on the WorkKeys skill levels an individual has achieved, typically in the areas of Applied Mathematics, Locating Information, and Reading for Information. Those who score at higher levels are qualified for more jobs.

Indiana, Kentucky, Louisiana, New Mexico, North Carolina, and Virginia currently have certificate programs and several other states are preparing to activate their programs. For the latest information about these career and work readiness certificates, visit our website at www.act.org/workkeys/initiatives/index.html.

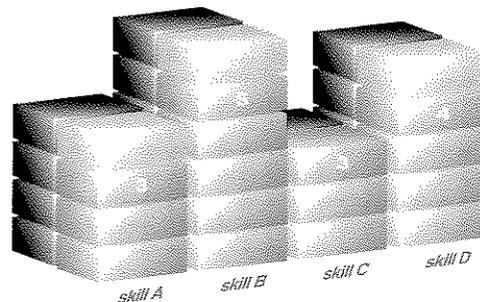
How WorkKeys Works



Job Profiling identifies the skills required for a job



Assessments show current skill levels of students or job applicants



Training helps individuals and employers correct skill gaps

Where Do I Find WorkKeys?

WorkKeys Partner Sites

Licensed by ACT, the WorkKeys partner sites provide local access to WorkKeys services and strengthen the connections between individuals, employers, and educators. Our WorkKeys partners are associated with technical and community colleges, vocational and adult education centers, career counseling centers, schools, and state and local government agencies. These sites give individuals and employers direct access to WorkKeys job profiling, assessments, and reporting services, as well as training to address workplace skill gaps. Career counseling, job placement, job matching, and other services also may be available. A list of the WorkKeys partner sites can be found at www.workkeys.com.

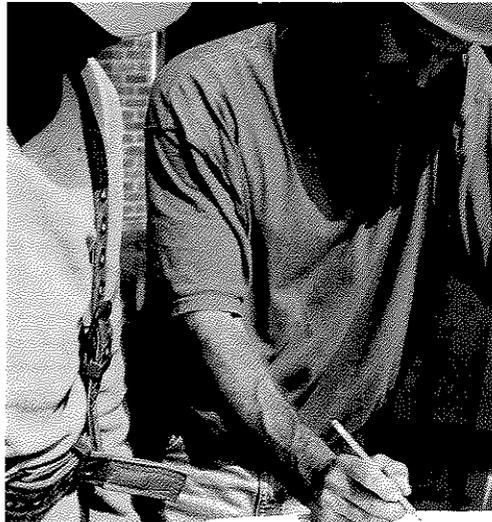
ACT Centers

More than 200 ACT Centers nationwide provide various testing and training services for individuals, businesses, and organizations. The sites offer more than 3,500 computer and Web-based courses to meet workforce training needs, high-stakes certification and licensure tests for trades and professions, and blended learning solutions. They also offer WorkKeys training to help individuals improve their skills and WorkKeys scores.

Educational Sites

Millions of WorkKeys assessments are administered through high schools and other educational institutions each year to help

students assess their current skill levels and to determine how improving their skills can lead to better-paying jobs. The WorkKeys scores offer a clear way for students to demonstrate their abilities to employers or their readiness for educational programs beyond high school.



Ordering WorkKeys

The system offers a number of options to serve individuals, schools, and businesses. For more information about ordering the package that best meets your needs, call 1-800/WORKKEY (967-5539).

WorkKeys Support Materials

WorkKeys practice tests and prep packages are available to help individuals prepare for the tests. *Targets for Instruction* manuals also are available to help educators develop curricula and instructional strategies for each of the WorkKeys skill areas.

WorkKeys Benefits

Increase your bottom line through your employees

Reduce turnover, overtime, and waste while increasing morale

Take the guesswork out of your selection decisions

Establish legal defensibility in your selection process

Use WorkKeys to meet ISO 9000 standards and ensure quality business practices

Get the most efficiency from your training practices

Improve the effectiveness of your training dollars

Help instructors identify gaps between student skills and employment needs

Align curricula to meet the job skills employers need

Develop more efficient teaching strategies

Enable students to see a reason to take coursework seriously

Encourage parent involvement in students' academic efforts

Increase chances that graduates will be hired

Improve students' success in entry-level and subsequent jobs

Build confidence that skills meet the needs of local employers

Determine skill improvement and training needs

Improve opportunities for career changes and advancement

Encourage businesses to stay in the community

Keep employers from moving entry-level jobs to other cities, states, or countries

Increase the tax base through more profitable business partners

Decrease unemployment rates

Improve the quality of life for community residents



WorkKeys and ACT

WorkKeys has been developed by ACT, an international leader in educational assessment and workforce development services for more than forty years, best known for the ACT college entrance exam. Over the past decade, ACT has completed WorkKeys job and occupational profiles for thousands of jobs across every employment field and has administered millions of WorkKeys assessments. The system is used by thousands of companies and schools across the United States and internationally.

WorkKeys links education and workforce partners within a community, offering a common language to help them communicate about job skill requirements needed to develop employees and build a better workforce.

For more information about this comprehensive job skill assessment system, call 1-800/WORKKEY (967-5539) or visit our website at www.workkeys.com.

WorkKeys
ACT
500 ACT Drive
P.O. Box 168
Iowa City, IA 52243-0168

1-800/WORKKEY (967-5539)
workkeys@act.org

www.workkeys.com

ACT[®]

GOAL 2

Board Priority: Strong Local Economy

Key: 2/1/1

Goal: Promote Regional Tourism Industry

Champion(s): Keith Boggs

Regional Tourism Roundtable membership, Chambers of Commerce, CVBs, Tourism business sector

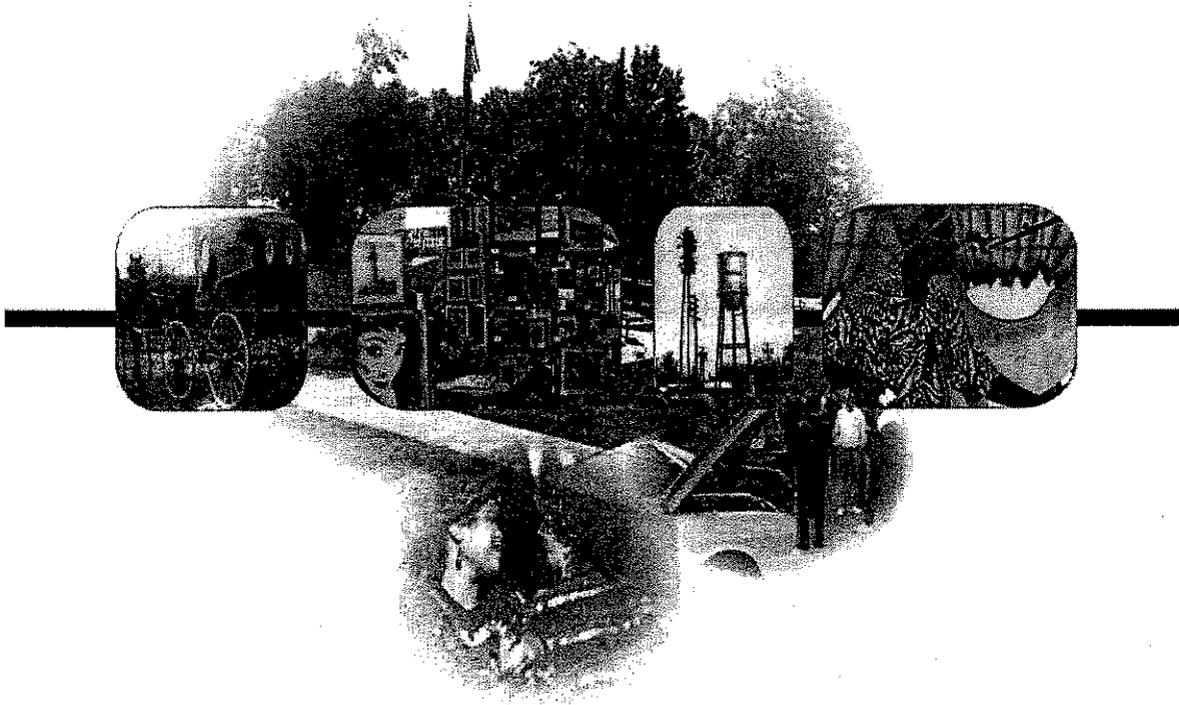
Goal Team:

Facilitate Regional Approaches to Tourism - 9 Initiatives of

Measure: Regional Tourism Roundtable

Project Title:

How	Start Date	When End Date	Who Assigned to	Resources Needed	Percent Completed
Critical Tasks					
Event Measurement Palm Pilot Survey					
Facilitate 14 event measures	5/1/2006	11/1/2006	RTR	Staff Time/Volunteerism	95%
Analyze Data for each individual event	5/1/2006	11/1/2006	Boggs	Staff Time	95%
Annual Tourism Forum					
Develop agenda - coordinate event planning	10/1/2005	2/23/2006	RTR	Staff Time	100%
AG Tour #2 Modesto Area					
Develop tour components - speakers, coordinate narrative preparations, CD recording, marketing, launch	9/1/2005	10/15/2006	RTR	Staff Time	95%
Develop Data Tracking Mechanism					
Benchmark Dean Runyun Analysis	9/1/2005	10/1/2005	Boggs	Staff Time	100%
Work with CSUS Policy Research Center to develop/design measurement tools for regional tourism initiatives	1/1/2006	on-going	Boggs/RTR	Staff Time	60%
Work with Regional partners to implement phase one	4/1/2006	8/1/2006	Boggs/RTR	Staff Time	100%
Tourism Webpage					
Update and maintain tourism tab info	10/1/2005	on-going	ED Unit Staff	Staff Time	on-going
Regional Brochure					
Monitor Certified folder contract brochure distribution and	5/1/2005	on-going	Boggs/ED Staff	Staff Time	on-going
Kiosk Initiative (regional mall)					
Design, layout X3 annually	7/1/2005	on-going 3X annually	RTR	Staff Time	on-going
Strategic Plan Update					
Begin update process - solicit initiatives, changes	1/1/2006	7/30/2006	RTR	Staff Time	100%
Draft BI-Annual strategic plan update	1/1/2006	7/30/2006	Boggs/RTR	Staff Time	90%



**STANISLAUS COUNTY
REGIONAL TOURISM ROUNDTABLE
STRATEGIC PLAN 2007 - 2008**



Our Mission
To promote a regional perspective for economic development with an emphasis on local travel and tourism, by including all cities, chambers, and interested community stakeholders in a collective community measurement and marketing effort.

DRAFT

I. WHY?

Tourism as Economic Development: Why this is important

The Economic Impact of Travel

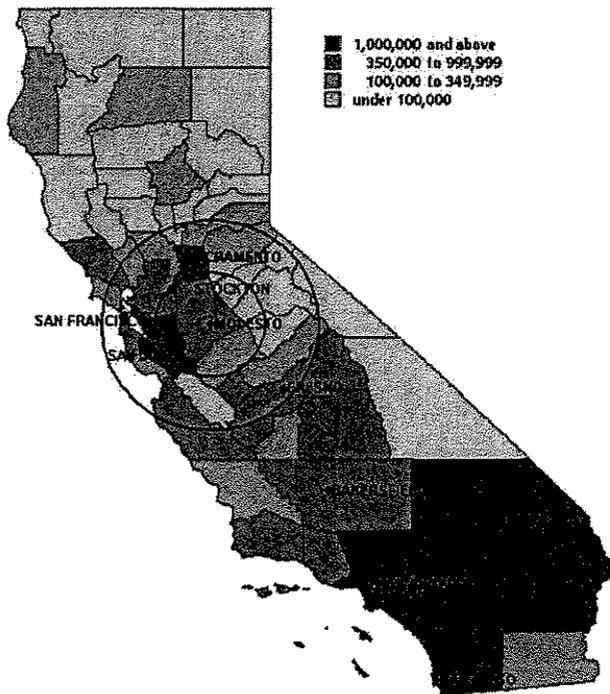
The multi-billion dollar travel industry in California is a vital part of state and local economies. The industry is represented primarily by retail and service firms, including lodging establishments, restaurants, retail stores, gasoline service stations, and other types of businesses that sell their products and services to travelers.

During 2005, travelers to California contributed an estimated \$88.1 billion to the state economy. In Stanislaus County, this equated to approximately \$376 million dollars in local revenue. As we move further into the services-led new economy of the 21st century, travel and tourism will continue to expand in our region.

Californians themselves are the mainstay of the state's travel and tourism industry, comprising 85% of domestic travel or approximately 265.7 million person trips. In the great Central Valley, location remains a key to our current and future successes. As the graphic insert highlights, over 4 million people live within a 50-mile radius of our communities. When this sphere is expanded to

100 miles (a simple day trip by any California driving standard), that number increases to over 11 million Californians.

As an industry, travel and tourism is expected to double in the next ten years, with California leading all other states in tourism spending. In fact, tourism remains the third largest employer in the state of California.



Consistent with these trends are several key research projects that have been conducted over the last five years focusing on our local economy, population forecasting, and unemployment cycles in the region.¹ In each of these studies, direct relationships to a growing importance in recreation and tourism were confirmed.

Due to the county's open space, rich agricultural traditions and the potential for tourism based on location, the benefits of this industry have, for some time, been recognized as an important element of a comprehensive economic development effort in Stanislaus County.

II. What? Roundtable Background: Humble Beginnings

In June of 1999 the Economic Development staff of Stanislaus County's Chief Executive Office convened a meeting of representatives from all nine of the county cities, the various chambers of commerce, the Economic Development Corporation, convention bureau affiliates, and interested business and citizen participants. The primary intent of this gathering was to entertain establishing a focused and collective regional marketing and development strategy in the area of travel and tourism.

The concept was unanimously well received by the group and a task force, the Travel and Tourism Roundtable, was developed. This document is the by-product of this group's ongoing conversations and is the fourth multi-year strategic document to date. (See attachment one for complete Roundtable participation roster)

The Travel and Tourism Roundtable has evolved into a larger, more diverse group than initially established. County, City, and Chamber staffs have worked together with business owners and interested citizens to increase travel and tourism in our County.

Attendees at numerous festivals throughout the County have been surveyed, a website was developed and subsequently folded into the popular community web portal, and brochures continue to be widely distributed. The Roundtable has hosted seven annual business forums, both providing and soliciting information regarding travel and tourism best practices. Recent achievements also include the development and deployment of an informational kiosk and two self-guided agriculture tours featuring the beautiful eastside of Stanislaus County and the greater Modesto area.

¹ Previous research includes a) Strategic Directions study 1997. A needs assessment and industry targeting analysis of Stanislaus County. b) Central California Futures Institute study 1997, which forecast the population growth and income profile at the upper end of the Central Valley. c) Critical Links 1998, a study of unemployed in Stanislaus County. d) Stanislaus Economic Development Plan 2003, a comprehensive economic development and marketing strategy for Stanislaus County.

III. HOW?

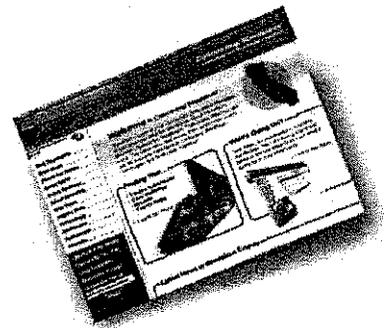
Current Strategic Process: A local Initiative focus

From its inception, the Tourism Roundtable has approached the primary goals of marketing and identity building for our communities with a very focused, initiative-based approach. Having to accomplish a lot on few dollars has been challenging – yet, it has forced a certain creativity on the workgroup that otherwise may not have been fostered. Currently, the Roundtable is committed to nine (9) primary tourism initiatives. There has been much success in each of these core areas over the past year. The following is a brief overview of current initiative activity.

Initiative: Web Site Migration to www.connectingstanislaus.com

A successful re-routing of the *spend the day* URL to the Connecting Stanislaus web portal occurred during the 2004-06 strategic cycle. The site continues to experience amazing traffic, averaging well over 3,500 weekly and over 140,000 unique visitors annually.

The Regional Roundtable continues to explore new ways to improve upon the tourism component of the community portal. The portal tourism page is updated regularly with new links to area tourism sites and activities – most recently adding art gallery and local art scene events and activities, and a bi-monthly e-newsletter campaign.

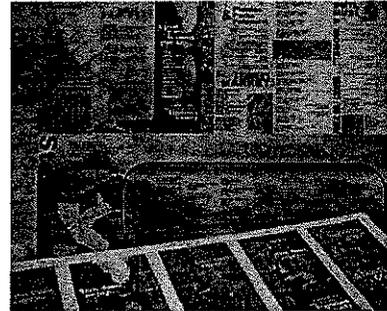


Initiative: Self Guided (CD Based) Tourism

The eastside (Agriculture themed) Self Guided tour #1 was launched in April of 2005. This year-long development project consisted of designing a tourism route through eastside communities complete with 16 audio tracks highlighting sites and points of historical and agricultural interest. The tour, titled "The Eastside Story: A Historical and Agricultural Self-guided Driving Experience" covers the Oakdale and Knights Ferry region. The tour is in its second printing and more than 200 CD's have been purchased to date.

Initiative: Spend the Day Campaign: Tri-fold Regional Marketing Flyer

Research clearly shows the critical importance of brochure distribution for information, planning and purchasing during tourism trips, especially multi-day leisure trips by non-residents². Findings indicate brochures are most widely used as a source of information during trip planning. Brochures also change travel behaviors for over a third of respondents who gather and utilize brochures. Furthermore, the influence of a brochure does not end immediately after collection is over, as over half of respondents were very likely to purchase something or visit a destination shown on a brochure in the following six months. In Stanislaus County, the *Spend the Day* brochure campaign is now in its fourth successful campaign season. During the 2004-05 strategic cycle the brochure experienced a complete update and design revision.



The new brochure follows the Workforce Alliance "*Your Ticket is Waiting*" marketing/brand campaign – a purposed attempt to align with existing marketing activities in our region.

The product continues to be prominently displayed throughout California (from north of Redding to south of Bakersfield, the entire valley floor, the foothill region, and the urban bay area). In addition, the new brochure aligns with the Connecting Stanislaus web portal migration.

Significant updates and content additions have been made and the product continues to move extremely well throughout northern and urban bay region California.

During calendar year 2005, 80,000 brochures were distributed Statewide and an additional 20,000 stayed local to our community partners – keeping with our two pronged marketing efforts (internal education is as important as external messaging).



Initiative: Local Festivals: Palm Based Measurement Initiative

In the 2005 calendar year, the *Palm Survey Local Festival Measurement Initiative* continued to make great strides in collecting and tracking important data for our major fairs and festivals – the very essence of our tourism experience.

Between 2001 and 2004, the average visitations (58%) were day trip visits. Non-Californian resident visitors equaled 9% of the total and those who stayed over night averaged a 3-day stay.

² Brochure Distribution Study by Patrick Tierney Ph.D. of San Francisco State University found that over 62% of survey respondents were seeking trip information since leaving home and that brochures were the most frequently used source of information during leisure trips. Nearly 85% of respondents who got a brochure stated that they became aware of a service or destination of interest.

Tracking visitor experiences and related metrics at our local fairs and festivals is an important and valuable initiative. In this strategic cycle we will continue our focus on improving these metrics (see new initiatives below)

In 2005, the roundtable developed several new partnerships with the education sector including Project YES (Ceres), which helped with youth volunteer survey takers for all 10 of the primary festival events. This team of volunteers worked with the project facilitator to improve accuracy and customer assessment at each event and improved significantly the detailed data summaries provided to both the Roundtable and to event planning groups.

Overall, data quality improved considerably as did the total number of survey responses – more than doubling year over year. In 2006 the Roundtable will be requesting data reciprocation from all of our fair/festival partners as we continue to develop our regional tourism measurement programming. With so many new, additional requests for survey tracking coming from graffiti summer events, downtown activities and sporting events, the Roundtable will be re-evaluating those events that are tracked based upon event commitment to regional data sharing and cooperation (see attachment two for point of contact survey template).

Initiative: Kiosk Display Partnership with Regional Mall

According to D.K. Shifflet and Associates (2006), the number two leisure activity among California residents (second only to dining) continues to be shopping (62.4 million person trips in 2005). During the past year (2005) the Vintage Faire Mall experienced over 7.99 million patrons/visitors, an increase of 2% over 2004. In the midst of this major regional shopping experience stands our tourism roundtable information kiosk. Located at the second floor main entrance - food court area, the kiosk continues to be a major source of internal marketing to our local and regional residents. Residents (when sensitive to tourism opportunities) can be valuable ambassadors to the region.

The kiosk exposure, highlighting seasonal region events, has become a key marketing tool. Two kiosk design updates were developed during the 2005 strategic cycle. The Roundtable continues to improve upon this process annually.



Over 12,000 *Spend the Day* brochures were distributed through this regional location in 2005.

Initiative: Networking and Community Involvement

In 2005, formal presentations were made to ALL NINE City Councils. We will continue to do this annual outreach. It is very important to share our successes with our city partners. This will transpire later in calendar year 2006 to best align with the new strategic planning process.

Initiative: Graffiti Summer



Graffiti Summer 2005 and 2006 were major successes! The Regional Tourism Roundtable played a significant role in this programming. Beginning in 2005, we added two graffiti summer events to the *Palm Measurement Initiative* and actively participated in the executive planning. The Roundtable will continue to participate and help to facilitate the Graffiti Summer program countywide.

Initiative: Develop Promotional Video for Local Media Coverage

During the 2005 development cycle, the Roundtable wrote and produced a thirty-minute cable program in conjunction with the CSU-Stanislaus media center and the monthly Best of Stanislaus County program. The program was aired in two time segments over a thirty-day period and reached into over 200,000 homes in Stanislaus County and surrounding counties.



Initiative: Annual Winter Business Forum: Tourism as Economic Development

The sixth annual Winter Tourism Business Forum was held in February 2005 with 75 attendees that included local media, policy makers, elected officials, and the regional tourism business community. The Newman, Turlock, and Modesto print medias covered the event and the annual recap of Roundtable successes. Because of the multi-year nature of this publication, the seventh annual Regional Tourism Winter Forum has also been successfully completed (February 2006). The 7th forum was clearly the best attended to date with over 100 regional policy makers, tourism advocates, public and private sector leaders and various print medias in attendance. A panel of festival planning experts who shared their unique regional and national success stories gave the keynote address.

All of the strategies outlined above have been retained into the new performance cycle. In addition to these on-going project areas, the Roundtable intends to expand and enhance the regional marketing effort to include additional outreach initiatives. These new action-planning areas will include an additional focus on developing financing options, fiscal participation from all jurisdictions, an increased focus on press information sharing, and new relationships with higher education - developing a data gathering/tracking model for regional tourism impacts.

IV. Looking Forward: New Strategies for 2006 – 2008

Several new strategies have been identified for this performance cycle. These include:

Development of a funding sub-committee

The development of a funding sub-committee has been a lively discussion for several strategic cycles. There are many who believe that a co-opted funding approach is necessary to take the Roundtable to the next level as a regional entity. From its inception, the Roundtable has been limited (primarily) to the resources of county staff time and County Board funding. This visionary support and commitment to growing a regional approach has been the critical catalyst for all successes to date. These successes, however, beg additional opportunities to improve upon the base. In an effort to stay in step with the Tourism industry that is developing in the region – more regional cooperation and mutual funding approaches should be explored.

Tourism as economic development has become an important regional priority at both county and city levels. This clean, image-friendly approach to perception development, retention strategy, and revenue generation makes great sense for our beautiful agriculture based economy. During this strategic cycle the Roundtable will begin to explore additional ways to help fund an expanded tourism marketing agenda. Concepts like a Business Improvement District (BID) formation will be assessed.

Develop a local tourism measurement program

As the travel/tourism activities of the Roundtable mature and grow, it is becoming increasingly important and advantageous to measure the impact of the Roundtable and the travel/tourism industry countywide.

Data provided by the State of California provides a general overview of the extent of travel/tourism in the county and provides a very general measure of the impact of this industry. The Roundtable and its members have expressed the need to have more specific information to continue to raise awareness, understand the impact, and measure the significance of their activities to promote travel/tourism in the county. The ultimate objective is to have a data collection and analysis system in place that measures the impact of the Roundtable's specific actions, can provide estimates of the impact of specific events that take place in the county, and of the overall annual impact of travel/tourism on the local economy.

One constraint on the measurement process is resources. The value of the Roundtable is that it brings various groups together around a common objective. The proposed measurement strategy will continue to use the Roundtable's collaborative model. Each stakeholder may have data that is important for it, but may also have some value to the

Roundtable for a different use. Data on scheduled conventions may be important for a Conventions and Visitors Bureau (CVB) to show a return on investment. This same data can be used as one input into estimating the impact of travel/tourism in the community.

Impact of the Travel and Tourism Roundtable

The Roundtable has a number of significant initiatives including data collection, tourism brochure distribution, an annual winter forum, and a driving tour compact disc. These are potentially quite valuable and under appreciated accomplishments. One aspect of the impact measurement should include measures of the impact of the Roundtable and its activities.

There are a number of simple metrics that are readily available that provide indicators of the level of activity of the Roundtable. These include number of meetings, meeting attendance figures, brochure distribution levels, compact disc distribution totals, and the number of events data collection occurred. It is important that this data be collected and understood because it represents the hard work of a great many committed people.

Impact of Travel/Tourism on County

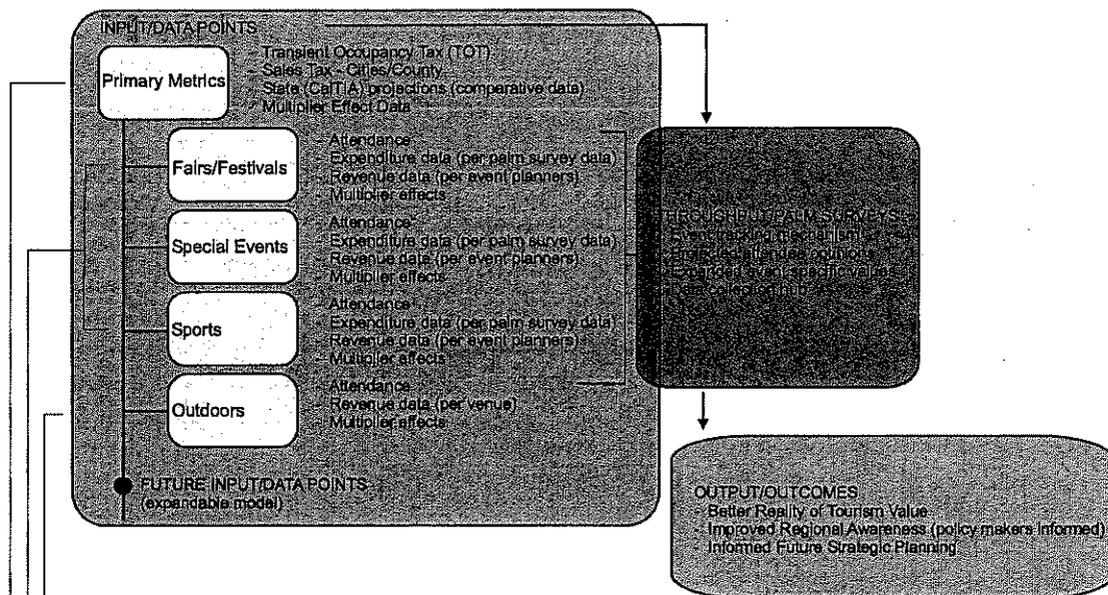
There is also a need to generate impacts of specific travel/tourism events and venues throughout the county. Currently, data on Transient Occupancy Tax (TOT) revenues and festival data collected by the Roundtable is readily available, but more data is needed to generate quality impact estimates. One potential source of additional information is the events themselves. It may be possible to try to get additional information from event organizers when the Roundtable provides data to them.

Convention and Visitor Bureaus (CVB) are also another potential source of information regarding the impact of various events. The Modesto CVB tracks inquiries, leads and bookings. They also monitor contracts and missed opportunities. The other CVBs in the county may collect similar information. All of this data can provide valuable information that can be used to create much more accurate impact estimates.

Future Development of Measures: Work in Progress

As the measurement strategy is implemented, it should be done so with an eye to the future. In order to truly measure the impact of travel/tourism we need more detailed information about the visitors. It may be productive to reach out to hotels, motels, campgrounds, and other companies that are used by visitors to understand what information would be useful to them. They will be much more likely to participate in data collection if they see value in the information returned to them.

Under this initiative, the Roundtable will work directly with the Public Policy Center at CSU-Stanislaus to design, implement and track/analyze local tourism and travel related data and indicators. Indicators will include standard economic measures such as Transient Occupancy Tax (TOT) collections, local sales tax generation as related to tourism activities, and multiplier effects related to ancillary business and services due to tourism impacts. In addition, the phase one design calls for several additional measurement categories, including fair and festival survey data, special events, sports, arts and culture, and outdoor activities including camping (see insert graphic). It is the intention to grow this initiative over time to include additional measurement categories. The expansion capacity inherent in the design will allow for easy modifications in future strategic planning efforts.



Development Steps

1. Identify City/County representatives for primary metric collections - including collection cycles
 - TOT
 - Sales tax
 - Other
2. Identify primary contacts for all fairs/festivals, special events, and sporting events categories - meet with these partners
 - palm measurement base survey questionnaire modifications
 - event specific questionnaire to include: attendance number (extrapolate attendee expenditures via palm measurement where applicable), ticket pricing, revenue generation, trend comparisons
3. Develop a sub-group for outdoor category - to include County Parks, Cities, private campground affiliates, others...
 - attendance tracking
 - revenue tracking
 - multiplier factors

The primary goals and objectives associated with this initiative are education based. It is important to the on-going success of this regional effort to be able to show in hard, quantifiable ways, the significance and economic impact that tourism has on our local economies. By developing a multi-tiered approach to data collection and using the representative membership of the Roundtable as a data collection conduit, these goals and objectives can be met and will ultimately help shape future strategic planning and initiative setting.

Several early outcomes or directives are being sought for this new initiative during this strategic cycle. They include:

- Develop a baseline model for tourism data collection and analysis
- Provide for options to expand and grow the process over time
- Share this model with all Roundtable partner agencies and seek input and buy-in from all members
- Begin the data collection process
- Share early analysis and information
- Review at the end of this strategic cycle with intent to continuously improve

V. WHAT IF?

Conclusion: Commitment to Strategy

Bound by the gentle rolling hills of the Coast Range to the west and the Sierra foothills to the east, Stanislaus County is in a strategic location for tourism and tourist-related travel through all seasons.

Now entering our 7th year of regional tourism approaches, the Regional Tourism Roundtable continues to be the voice of collaboration and partnership on tourism in Stanislaus County. With both public and private sector partners, the Roundtable is confident that the strategies and initiatives detailed in this strategic planning document can and will be realized over the following 24-month cycle.

Regional tourism is beginning to garner a place of validity and importance in the sphere of economic development in our region.

This perception has been hard fought.
It is critical.

And now more than ever – decision makers are beginning to see the relevance of this effort.

This 2 year strategic plan is respectfully submitted to the community by the Stanislaus Regional Tourism Roundtable.

Roundtable Roster

ATTACHMENT 1

First Name	Last Name	Business	CSZ	Work #	Email
Terri	Adams-Jones	The Alliance	Modesto, CA 95353	567-4985	adamste@stanalliance.com
Jaime	Alcaez	CSU Stanislaus	Turlock, CA 95382	664-6751	jalcaez@csustan.edu
Sydney	Alyster	City of Turlock	Turlock, CA 95380	668-5150	salyster@turlock.ca.us
Kristi	Amaral	Stanislaus County CEO	Modesto, CA 95354	652-2311	amaralk@mail.co.stanislaus.ca.us
Luane	Bain	City of Riverbank	Riverbank, CA 95367	869-7129	lbain@riverbank.org
Stacy	Bean	City of Modesto	Modesto, CA 95354	577-6425	sbean@modestogov.com
Debra	Beard Turner	Compass Maps	Modesto, CA 95351	529-5017	debra@compass-maps.com
Lisa	Beaver	Galaxy Theatre	Riverbank, CA 95367	863-8902	lbeaver@galaxytheatres.com
Ann	Beekman	Beekman & Beekman Honey	Hughson, CA 95326	667-5812	abees@aol.com
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Christie	Camarillo	Oakdale Cowboy Museum	Oakdale, CA 95361	847-5163	christie@oakdalecowboymuseum.org
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Toni	Cordell	Turlock Chamber of Commerce	Turlock, CA 95380	632-2221	tonicordell@visitturlock.org
Linda	Crabtree	City of Hughson	Hughson, CA 95326	883-0811	lcrabtree@hughson.org
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Charles	Deschenes	City of Waterford	Waterford, CA 95386	874-2328	admin@cityofwaterford.org
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Cathy	Gomez	Stanislaus County Parks	Modesto, CA 95358	525-6750	cgomez@parks.sc.org
Anthony	Gonzalves	Funworks	Modesto, CA 95355	549-7888	agonsalves@itsallaboutfunworks.com
Mary	Guardiola	Oakdale Chamber of Commerce	Oakdale, CA 95361	847-2244	ceo@yosemite-gateway.net
Chris	Hart	Sierra RR	Oakdale, CA 95361	848-2100	sierrarail@aol.com
Melissa	Holdaway	City of Riverbank	Riverbank, CA 95367	869-7101	mholdaway@riverbank.org
Lee Ann	Hoogestraat	The Alliance	Modesto, CA 95391	521-9333	hoogesl@stanalliance.com
Roger	Jamnadas	Howard Johnson's	Ceres, CA 95607	604-3428	rogebakerao@hotmail.com
Kelvin	Jasek-Rysdahl	CSU Stanislaus	Turlock, CA 95382		kjasekry@toto.csustan.edu
Tim	Kerr	City of Turlock	Turlock, CA 95380	668-5540	tkerr@turlock.ca.us
Neal	Khatri	Best Western Orchard Inn	Turlock, CA 95380	667-2827	akstox@aol.com
Michelle	Lavery	Ag Pavilion	Modesto, CA 95352	604-4916	mfl4aq@sbccglobal.net
Judith	Loritelli	City of Turlock- Recreation Div.	Turlock, CA 95380	668-5599	jloretelli@turlock.ca.us
Terrence	May	City of Patterson	Patterson, CA 95363	892-2041	tmay@ci.patterson.ca.us
Heidi	McNally-Dial	City of Ceres	Ceres, CA 95307	538-5755	hmcnally-dial@ci.ceres.ca.us
June	Miller	Patterson Chamber of Commerce	Patterson, CA 95363	595-7399	pattersonship@aol.com
Shawna	Miller	Comfort Inn	Salida, CA 95368	543-7800	comfortmodesto@aol.com
Schonda	Mines	Modesto CVB	Modesto, CA 95350	526-5588	schonda@visitmodesto.com
Jody & Sal	Mistry	Best Western Rama Inn	Oakdale, CA 95361	845-2500	bwramainn@yahoo.com
Cleve	Morris	City of Patterson	Patterson, CA 95363	892-2041	cmorris@ci.patterson.ca.us
Jennifer	Mullen	Modesto CVB	Modesto, CA 95354	526-5588	jennifer@visitmodesto.com
Chris	Murphy	Sierra Pacific Warehouse Group			chris@spwg.com
Michael	Musca	Modesto Airport		577-5318	mmusca@modestogov.com
Bobbie	Nelson	Days Inn of Modesto	Modesto, CA 95350	527-6944	bobbienelson@hotmail.com
Tim	Ogden	City of Modesto	Modesto, CA 95354	577-5324	togden@modestogov.com
Jerri	Reed	Hampton Inn and Suites	Salida, CA 95368	543-3650	modhs_hampton_suites@hilton.com
Alice	Richards	Stanislaus Arts Council	Modesto, CA 95351	558-8628	connectus@pacbell.net
Judy	Silber	City of Newman	Newman, CA 95360	862-3725	jsilber@cityofnewman.com
Joan	Thornton	Storer Tours	Modesto, CA 95350	544-8687	joan@storertours.com
Kim	Velasquez	Riverbank Chamber of Commerce	Riverbank, CA 95367	869-4541	riverbankchamber@charter.net
Paul	Wallace	Newman Chamber of Commerce	Newman, CA 95360	862-1000	info@cityofnewman.com
Dora	White	Oakdale Chamber of Commerce	Oakdale, CA 95361	847-2244	dora@yosemite-gateway.net
Nancy	Young	Downtown Improvement District	Modesto, CA 95354	529-9303	motowndid@aol.com
Kwei	Yu-Chu	Lotus Garden	Modesto, CA 95356	595-4927	kweiyu@hotmail.com

19: How many nights will you be staying in the county?
Enter numerical response

20: Where are you staying?

- A) With family/friends
- B) Vacation home
- C) Hotel/Motel
- D) RV Park/Campground
- E) Other

21: Is this event your primary reason for coming to the area?

- A) No (If no, go to question 22)
- B) Yes (If yes, go to question 23)

22: What is your primary reason for coming to the area?

- A) Visit family/friends
- B) Outdoor activities
- C) Sports and Recreation
- D) Family members competing in sports
- E) Other sporting event
- F) Business or Conference
- G) Arts/Cultural event
- H) Other festival or event
- I) Other

23: What else do you plan to do during your time in Stanislaus County?

- A) Visit family/friends
- B) Restaurants
- C) Shopping
- D) Outdoor activities
- E) Sports and Recreation
- F) Family members competing in sports
- G) Arts/Cultural event
- H) Other festival or event
- I) Business or Conference
- J) Other
- K) Nothing Else

24: Please rate your travel/tourism experience in Stanislaus County on a scale of 1 to 5, 1 being "terrible" and 5 being "wonderful?"

- A) 1 = Terrible, will never return
- B) 2
- C) 3
- D) 4
- E) 5 = Wonderful, will definitely come back
- F) 25: Age?
- A) Under 18

definitely recommend," how likely is it that you will recommend this event to others?

- A) 1 = **Definitely not recommend**
- B) 2
- C) 3
- D) 4
- E) 5 = **Definitely will recommend**

13: Please rate the following on a scale of 1 to 5; 1 being "very poor" and 5 being "excellent."

Overall cleanliness & appearance of the event

- A) 1 = **very poor**
- B) 2
- C) 3
- D) 4
- E) 5 = **excellent**

14: Please rate the following on a scale of 1 to 5; 1 being "very poor" and 5 being "excellent."

Overall entertainment value of this event for your money

- A) 1 = **very poor**
- B) 2
- C) 3
- D) 4
- E) 5 = **excellent**

15: Please rate the following on a scale of 1 to 5; 1 being "very poor" and 5 being "excellent."

Quality and variety of food/crafts

- A) 1 = **very poor**
- B) 2
- C) 3
- D) 4
- E) 5 = **Excellent**

16. What is your zip code?

Enter zip code (enter five 0's for International)

17. Do you live in Stanislaus County?

- A) **No (If no, go to 18)**
- B) **Yes (If yes, go to 25)**

18: Did you stay overnight in the county?

- A) **No (If no, skip to question 20)**
- B) **Yes (If yes, go to question 19)**

01: Choose event?

- A) Ceres Street Faire
- B) Graffiti Summer events
- C) Hughson Fruit and Nut Festival
- D) Modesto International Heritage Festival
- E) Modesto Relays/Track and Field
- F) Newman Fall Festival
- G) Oakdale Chocolate Festival
- H) Patterson Apricot Festival
- I) Riverbank Cheese and Wine
- J) Stanislaus County Fair
- K) Waterford Heritage Days
- L) Other

02: Is this the first time you have attended this event?

- A) No (If no, go to question 3)
- B) Yes (If yes, go to question 4)

03: About how many times have you attended this event in the past?

- A) 1
- B) 2
- C) 3-5
- D) 6-10
- E) 10+

04: How would you rate this year's event as compared to previous visits?

- A) About the same
- B) Better than
- C) Not as good

05: How did you find out about this event?

- A) Family/Friends/
- B) Tradition/Come every year
- C) Print media
- D) Internet
- E) Television
- F) Radio
- G) Advertisement in the mail
- H) Other

06: On average, how many festivals, fairs, and similar gatherings do you attend during a year?
Enter numerical response

07: What other events or festivals have you attended or plan on attending in Stanislaus County this year?

- M) Ceres Street Faire
- N) Graffiti Summer events
- O) Hughson Fruit and Nut Festival
- P) Modesto International Heritage Festival
- Q) Modesto Relays/Track and Field
- R) Newman Fall Festival
- S) Oakdale Chocolate Festival
- T) Patterson Apricot Festival
- U) Riverbank Cheese and Wine
- V) Stanislaus County Fair
- W) Waterford Heritage Days
- X) Other
- Y) None

08: Have you seen the Stanislaus River Valley Tourism Brochure? (See sample)

- A) No (If no, go to question 10)
- B) Yes (If yes, go to question 9)

09: Where did you see those materials?

- A) In Stanislaus County (Kiosk in Vintage Faire Mall)
- B) Outside of Stanislaus County (CA Welcome Center, State Fair)
- C) Internet
- D) Other

10: How many people are with you today?

- A) Came alone (If A, go to question 12)
- B) 1 person (If B, go to question 11)
- C) 2 people (If C, go to question 11)
- D) 3 people (If D, go to question 11)
- E) 4 people (If E, go to question 11)
- F) 5 people (If F, go to question 11)
- G) 6 people (If G, go to question 11)
- H) Greater than 7 people (If H, go to question 11)

11: Who are these people? (More than one response allowed)

- A) Friends/Family
- B) Church group
- C) School group
- D) Sports team
- E) Travel group
- F) Other organized group
- G) Other

12: On a scale of 1 to 5 with 1 being "will definitely not recommend" and 5 being "will

- B) 18-24**
- C) 25-34**
- D) 35-44**
- E) 45-54**
- F) 55-64**
- G) 65+**

26: Gender?

- A) Female**
- B) Male**

27: How much money do you plan to spend at this event today?

- A) Under \$50**
- B) \$51 - \$100**
- C) \$101 - \$200**
- D) \$201+**

28: Which range is closest to your annual household income?

- A) Under \$15,000**
- B) \$15,001 - \$35,000**
- C) \$35,001 - \$50,000**
- D) \$50,001 - \$75,000**
- E) \$75,001 - \$100,000**
- F) \$100,001+**

Thank you very much for your time and enjoy the event.

GOAL 3

Infrastructure and Services

Evaluate and Improve Upon Existing Development Fee Programs

The Enhanced Funding for Infrastructure goal is a concern. At this point, perhaps some modification could be considered to better reflect realistic deliverables forward.

The Economic Development Unit regularly is asked to perform various studies and analysis projects on a wide variety of topic areas. Over the past performance cycle the unit has worked extensively on the Save our Soils rebuttal analysis, annual facility fee updates, and multiple conceptual and white paper reports.

Grant seeking continues to be a nominal yet important component of our unit function. While we are not in position to dedicate full time resources to this process – at minimum .10 FTE staff time is regularly positioned to mine for granting opportunities.

I have considerable discomfort quantifying number of grant applications as a measure.

Having said that – the ED Unit has applied for four (4) significant grants over the past cycle.

Regarding education and the general public – this entire measurement concept should be reconsidered to our public information and legislative analyst position for a more focused delivery.

During this past performance cycle the ED Unit has re-written a very well received transportation funding document and is in the final stages of delivery to publication.

I would recommend that this Goal and measure be absorbed into goal one – develop and maintain incentives.

Board Priority: Strong Local Economy

Goal: Enhance Funding for Infrastructure and Services

Champion(s): Keith Boggs

ED Unit

Measure: Evaluate and improve upon existing development fee programs.

Expected Outcome

Year 1 Complete preliminary studies and begin coalition-building. Develop and publish public education piece on Transportation funding streams .

Subscribe to grant database, create boilerplate material, and complete four grant proposals.

How Projects	Critical Tasks	When		Who Assigned to	Resources Needed	Completed Percent
		Start Date	End Date			
Grants	1. Review access to grants database service	10/24/2005	1/27/2006	ED Unit	Staff Time	on-going
	2. Write boilerplate material for grant applications	10/24/2005	12/14/2005	ED Unit	Staff Time	100%
	- Maintain collection of boilerplate material, speaking points for inclusion in future grant applications		on-going	ED Unit	Staff Time	on-going
	3. Develop timeline, identify partnerships for identified grant opportunities		on-going	ED Unit	Staff Time	on-going
	4. Apply for grants		on-going	ED Unit	Staff Time	on-going
	- see list below		12/30/2005	ED Unit	Staff Time	100%
	5. Purchase access to on-line grant database	5/12/2006	on-going	ED Unit	\$295 annually	100%
Educating the General Public on Fiscal Opportunities & Constraints	STUDIES/ANALYSIS Countywide BID Analysis (Business Improvement District - Regional Tourism)	7/1/2006	9/15/2006		Staff Time	100%
	Save our Soils Ballot Initiative - analysis document	8/1/2006	8/20/2006		Staff Time	100%
	Transportation funding Informational (for citizen consumption - with StanCOG)	3/1/2006	12/1/2006		Staff Time	70%
	Annual PFF program analysis	1/1/2006	7/15/2006		Staff Time	100%

**Applied for four (4)
grant opportunities:**

- PG&E Economic Development grant	7/1/2006	pending review	100%
- AT&T Accelerator grant	7/1/2006	pending review	100%
- County Economic Development Bank grant	5/1/2006	6/1/2006	100%
- PROP 10 Commission grant	2/1/2006	3/15/2006	100%

GOAL 4

Connectingstanislaus.com Community Portal

The Connecting Stanislaus Community Portal (one of the 6 initiatives of Connecting Stanislaus) is a collaborative project that utilizes volunteers from various sectors of the community, both public and private. The Portal offers County residents access to many different services and informational tools. There are sections (tabs) dedicated to:

- technology,
- healthcare,
- agriculture,
- doing business,
- tourism, and
- many more topics.

Each section provides valuable links to other sites, as well as community resources for the topic at hand. The Portal is an ideal way to connect and interact with our community.

The primary goal through this performance cycle has been to maintain the professionalism and content quality on the Portal – regular updates, current events and publications - so our visitors (internal/local and external/global) are best informed of the services, activities and opportunities found in our region.

16 sector volunteers regularly add new material to the various portal sections and remove “stale” or dated information. The homepage offers links to news articles from around the region and it is updated every 48 hours.

The tourism section keeps visitors informed about local events, such as upcoming art classes being offered, or the many festivals and fairs held throughout the year in Stanislaus County. (Spendtheday.org was collapsed into the community portal last strategic cycle by the regional tourism roundtable)

The Portal team shares all critical decision making related to the upkeep and maintenance – performance and outreach activities on the site. This has greatly improved and enhanced the sense of ownership and community for all of our content volunteers. The team meets face-to-face quarterly to discuss progress and strategic plan for the next quarter. In addition, the content team communicates on a regular basis via the portal and e-mail channels.

The Portal is a well-visited site with impressive traffic each week.

Averaging over 3,400 visits a week and over 96,700 unique visits so far this calendar year (2006 through seven months) the traffic and popularity of this site is significant considering the nominal marketing and completely volunteerism based operational model.

Some of the deliverables through cycle one include:

- Completed site upgrade and revised navigational designs. This included a more powerful and user-friendly calendar function, enhanced GIS mapping capabilities, and a new look to design templates and masthead.
- Met with portal development/content team four times – quarterly meeting schedule
- Highlighted the portal functional aspects, application and web location at the 6th annual technology showcase: Connect 06
- We are always looking for ways to expand the Portal, and most recently met with the Yosemite ROP board to propose a collaboration project between ROP classes and the County, with the hopes of giving ROP students the chance to be editors/contributors on the Helping Kids section of the Portal. The proposal was well received and a number of schools expressed their interest in participating in this unique experience. [This will be expanded upon in cycle two objectives language]

Connecting Stanislaus Community Portal

ROP Collaborator Proposal

September 7th, 2006

The connectingstanislaus.com community web portal is a unique opportunity for technology tracked ROP students. The portal development team is comprised of community volunteer editors from several sectors – including technology, business, healthcare, agriculture, tourism, and community based organizations.

Why not share a youth perspective on this high profile community bulletin board?

Student Benefits

- Students will receive an opportunity for real world technology experience. Layout – design – content management – editorial development.
- Learn what it means to be part of a committee including the nuances of working with diverse sectors of our community in a business setting.
- Gain a greater sense of responsibility, while embracing personal creativity and style to craft a finished product.
- An impressive addition to a resume and future work/college application.
- An opportunity to express themselves in a meaningful way and reach a much larger community wide audience.

ROP Benefits

- Additional collaboration with public and private sectors
- Ample publicity and exposure opportunities – alignment with SPIE and various workforce-training missions. “News you can use” angle for local medias.
- Broaden technology outreach – expanded business community network
- Expanded ROP interest (community wide) as bi-product. Annual technology faire, etc.
- A novel project to offer your students with very limited effort or resource requirement.

PORTAL ACTIVITY: THEY ARE WATCHING!

Year-to-Date Summary

January

- 12,296 visits
- 19,674 page views
- 139,997 total hits
- 11.3.7 hits per visit

February

- 11,448 visits
- 17,923 page views
- 134,901 total hits
- 11.77 hits per visits

March

- 15,756 visits
- 23,667 page views
- 171,717 total hits
- 10.86 hits per visits

April

- 15,687 visits
- 21,800 page view
- 164,385 total hits
- 10.28 hits per visits

May

- 15,264 visits
- 21,306 page views
- 161,881 total hits
- 10.51 hits per visit

June

- 13,349 visits
- 20,492 page views
- 143,560 total hits
- 10.71 hits per visit

July

- 12,950 visits
- 19,375 page views
- 129,062 total hits
- 9.89 hits per visit

Year to date (7 months) UNIQUE VISITS = 96,750

A Great Opportunity to share the Youth Perspective and the ROP Story

Thank you for considering this partnership.

Board Priority: Strong Local Economy

Goal: Enhance Technology Infrastructure

Champion(s): Keith Boggs, ED Unit, Community Volunteers

Measure: Improve community access

Expected Outcome

Year 1 Utilize the "no wrong door" community portal to promote Stanislaus County.

How Projects	Critical Tasks	When		Who Assigned to	Resources Needed	Completed Percent
		Start Date	End Date			
Connecting Stanislaus Community Web Portal	1. Complete version 2 upgrade to portal	11/7/2005	1/20/2006	ED Unit	Staff Time, ED Budget	100%
	- Identify areas for growth in layout, content		11/17/2005	ED Unit	Staff Time	100%
	- Review deisgn, content changes		1/8/2006	ED Unit	Staff Time	100%
	- Commit to appropriate changes		1/13/2006	ED Unit	Staff Time	100%
	- Include portal development team on critical decisions		on-going	ED Unit	Staff Time	100%