

NOTICE OF SPECIAL MEETING

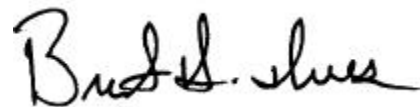
Pursuant to Section 54956 of the Government Code of the State of California, a Special meeting of the **Tracy City Council** is hereby called for:

Date/Time: **Tuesday, June 18, 2013, 6:00 p.m.**
(or as soon thereafter as possible)

Location: **Council Chambers, City Hall**
333 Civic Center Plaza, Tracy

Government Code Section 54954.3 states that every public meeting shall provide an opportunity for the public to address the Tracy City Council on any item, before or during consideration of the item, however no action shall be taken on any item not on the agenda.

1. Call to Order
2. Roll Call
3. Items from the Audience - *In accordance with Procedures for Preparation, Posting and Distribution of Agendas and the Conduct of Public Meetings, adopted by Resolution 2008-140 any item not on the agenda brought up by the public at a meeting, shall be automatically referred to staff. If staff is not able to resolve the matter satisfactorily, the member of the public may request a Council Member to sponsor the item for discussion at a future meeting.*
4. COUNCIL WORKSHOP TO DISCUSS STRATEGIC PRIORITIES WHICH INCLUDE PUBLIC SAFETY, QUALITY OF LIFE, GOVERNANCE AND ECONOMIC DEVELOPMENT FOR FISCAL YEARS 2013/2014 AND 2014/2015
5. Adjournment



Mayor

June 13, 2013

The City of Tracy complies with the Americans with Disabilities Act and makes all reasonable accommodations for the disabled to participate in public meetings. Persons requiring assistance or auxiliary aids in order to participate should call City Hall (209-831-6105), at least 24 hours prior to the meeting.

Any materials distributed to the majority of the Tracy City Council regarding any item on this agenda will be made available for public inspection in the City Clerk's office located at 333 Civic Center Plaza, Tracy, during normal business hours.

AGENDA ITEM 4

REQUEST

COUNCIL WORKSHOP TO DISCUSS STRATEGIC PRIORITIES WHICH INCLUDE PUBLIC SAFETY, QUALITY OF LIFE, GOVERNANCE AND ECONOMIC DEVELOPMENT FOR FISCAL YEARS 2013/2014 AND 2014/2015

EXECUTIVE SUMMARY

This staff report presents strategy areas, goals, objectives and performance measures for FY 13/14 and FY 14/15 based on the February 21 and 22, 2013, Council retreat that were developed by interdepartmental strategy teams and Department Heads. The four strategy areas include (1) Public Safety, (2) Quality of Life, (3) Governance, and (4) Economic Development. Staff requests that Council discuss the proposed strategy areas. Council will be asked to adopt the FY 13/14 and FY 14/15 Strategic Priority Plans during the regular City Council consent calendar for this evening, June 18, 2013.

DISCUSSION

On February 21 and 22, 2013, the City Council met to conduct a retreat to, in part, define various desired outcomes for Tracy ten years from today. During that discussion, the Council established a context for developing a list of desired outcomes and identified relevant political, legal, economic, social, technological, and environmental trends to consider as they narrowed down the priorities for Tracy's future. Council directed the City Manager to work with staff to discuss and digest the information from the Council retreat.

Subsequently, the City Manager developed interdepartmental teams to further evaluate and digest the Council's commentary and refine into strategy areas, goals and objectives and relevant performance measures.

On March 28th, the interdepartmental strategy teams presented their preliminary strategy areas to Department Heads at their annual retreat where the goals and objectives were further refined in preparation for Council.

On April 16th, the interdepartmental strategy teams presented their preliminary strategy plans to City Council where the purpose, goals and objectives were discussed. At this meeting, Council provided staff with feedback and direction to further refine the strategy plans.

The four strategy areas outlined in this staff report include (1) Public Safety, (2) Quality of Life, (3) Governance, and (4) Economic Development. This staff report requests Council's adoption of these strategy areas, goals and objectives.

Public Safety Strategy:

The purpose of the Public Safety Strategy is to enhance community safety by promoting a responsive public safety system that includes civic engagement and partnerships, community involvement, public education and offering prevention, intervention and suppression services that meet the needs of Tracy residents.

Goals:

The four (4) goals identified in the Public Safety Strategy include the following: (1) Partner with and engage residents to address public safety concerns, (2) Promote public health, safety, and community welfare by responding and addressing unsafe, unhealthy or blighted conditions in homes, neighborhoods and the entire community (3) Enhance citywide disaster preparedness, and (4) Reduce the number of major injury collisions.

Objectives:

For Goal 1, Partner with and engage residents to address public safety concerns, three (3) objectives have been identified. These include the following:

- Objective 1: Increase two-way communication regarding Part II crime information and prevention.
- Objective 2: Increase visibility of public safety in the community.
- Objective 3: Increase community volunteer opportunities to maximize engagement.

Five (5) performance measures have been identified to ensure goals are being met. These include:

- Increase visibility and usage of GO Request smart phone application (Government Outreach) to internal and external customers by 20%.
- Re-establish an Adopt a Park program, with the adoption of four parks during years 2013/2014 and an additional four during year 2014/2015.
- Increase VIP participants by 10% annually.
- Increase Drown Without a Sound presentations by 10% annually.
- Increase Neighborhood Watch program by 5% annually.

For Goal 2, Promote public health, safety, and community welfare by responding and addressing unsafe, unhealthy or blighted conditions in homes, neighborhoods and the entire community, two (2) objectives have been identified. These include the following:

- Objective 1: Reduce the number of blighted property conditions.
- Objective 2: Streamline enforcement processes regarding citywide violations that cross departments.

There are five (5) performance measures associated with the public safety strategy goal two and are as follows:

- Increase field inspections annually by 10%.
- Resolve 98% of all violations annually without court action.
- Complete initial inspection within 72 hours of report of violation.
- Broaden education platform to include outreach through K-8 school grades.

- Implement an internal training program to address the abatement process of inoperable vehicles and overgrown weeds and rubbish by other departments.

For Goal 3, Enhance citywide disaster preparedness, two (2) objectives have been identified. These include:

Objective 1: Develop and implement a community education program for internal and external customers to better prepare and respond to man-made and natural disasters.

Objective 2: Develop a citywide emergency safety and evacuation plan in the event of power outage, technological failure or natural or man-made disasters as to not impact public safety.

The three (3) performance measures for Public Safety strategy goal three are:

- Increase CERT graduates by 10% annually.
- Participate in the annual Statewide “Great Shake Out” Earth Quake Preparedness Drill.
- Implement a City Hall Emergency Evacuation and Safety Plan for City Hall employees.

For Goal 4, Reduce the number of major injury collisions, two (2) objectives have been identified. These include:

Objective 1: Increase public awareness of traffic safety issues specific to Tracy.

Objective 2: Increase traffic related enforcement by 5%.

The three (3) performance measures for goal 4 are:

- Conduct presentations to all local high schools regarding distracted driving and texting while driving statistics.
- Develop and distribute literature at a citywide level on current trends relating to distracted driving and don’t text while driving initiatives.
- Participate in three community safety events.

Quality of Life Strategy:

The purpose of the Quality of Life Strategy is to provide an outstanding quality of life by enhancing the City’s amenities and services and cultivating connections to promote positive change and progress in our community.

Goals:

The four (4) goals identified in the Quality of Life Strategy include the following: (1) Improve current recreation and entertainment programming and services to reflect the community and match trending demands, (2) Address city amenities and facility usage with an emphasis on accessibility and streamlined services, (3) Cultivate community engagement through digital and traditional means, and (4) Coordinate community outreach with all strategic priority teams.

Objectives:

For Goal 1, Improve current recreation and entertainment programming and services to reflect the community and match trending demands, three (3) objectives have been identified. These include the following:

- Objective 1: Analyze current programming participation trends and submitted evaluations.
- Objective 2: Interpret city and school district demographic shifts and recommend service improvements accordingly.
- Objective 3: Align recreation and cultural arts services and programs to match demographics, evaluation feedback and trends.

Five (5) performance measures have been identified to ensure goals are being met. The performance measures are as follows:

- Review at least 80% of submitted evaluations annually.
- Generate a quarterly report from class software to view participation trends.
- Pilot at least three new recreation and cultural arts classes/programs annually.
- Present at least six presentations to city departments, including council on the demographic changes affecting programming and recreational services.
- Increase resident enrollment by 10% in city classes.

For Goal 2, Address city amenities and facility usage with an emphasis on accessibility and streamlined services, three (3) objectives have been identified:

- Objective 1: Update facility use policies to protect and preserve our current inventory of amenities.
- Objective 2: Explore public-private facility initiatives geared towards a multi-use facility.
- Objective 3: Implement facility and class software improvement recommendations to sync, facility rentals, class enrollments and cultural arts needs.

Five (5) performance measures have been identified to ensure goals are being met. These measures are as follows:

- Conduct at least three community conversations with facility users to discuss policy.
- Provide management with a semi-annual inventory of current partnerships.
- Launch new class software.
- Increase software registrants by at least 10%.
- Train at least ten staff members on the new class software.

For Goal 3, Cultivate Community Engagement through digital and traditional means, three (3) objectives have been identified. These include the following:

- Objective 1: Develop a value-based marketing and communications plan that bridges the gap between residents, businesses and the city.
- Objective 2: Implement an on-line citizen engagement plug-in to the website that allows residents to share ideas, and digitally interact with City Council.

Objective 3: Explore media partnerships with local news agencies to feature or provide column space for city news, editorials and information.

There are five (5) performance measures associated with the Quality of Life strategy goal three. These measures are as follows:

- Circulate two marketing pieces in strategic locations throughout the city annually.
- Increase digital users of current city tools by 20%.
- Increase website “new” visitor hits by 15%.
- Produce at least three articles/information pieces for media publication annually.
- Host at least two media receptions at City Hall.

For Goal 4, Coordinate community outreach with all strategic priority teams, two (2) objectives have been identified. These include:

Objective 1: Implementation of an electronic communication strategy to enhance communication, transparency and engagement.

Objective 2: Assist Public Safety strategy team with goal 1, objective 2, and the Economic Development team with goal 2, objective 2.

There are four (4) performance measures associated with the Quality of Life strategy goal 4. These measures are as follows:

- Increase visibility and usage of email subscription service to internal and external customers by 20%.
- Collaborate with strategy teams on at least four public education and marketing events.
- Identify at least six community outreach opportunities.
- Create four email distribution templates for City departments.

Governance Strategy:

The purpose of the Governance Strategy is to retain and attract new talent, enhance fiscal stability, improve the use of technology, and enhance transparency for the betterment of the community of Tracy.

Goals:

The three (3) goals identified in the Governance Strategy include the following: (1) Further develop an organization that attracts, motivates, develops and retains a high quality, engaged, informed and high performing workforce, (2) Ensure continued fiscal sustainability through financial and budgetary stewardship, (3) Identify technological resources to promote communication and civic engagement, enhance city services, and promote organizational productivity.

Objectives:

For Goal 1, Further develop an organization that attracts, motivates, develops and retains a high quality, engaged, informed and high performing workforce, three (3) objectives have been identified. These include the following:

Objective 1: Identify outreach opportunities to promote Tracy as a desirable place to work.

Objective 2: Affirm organizational values.

Objective 3: Evaluate and promote Tracy W.I.N.S.

Five (5) performance measures have been identified to ensure goals are being met. These include:

- List of methods for outreach and promotion of Tracy is created
- Analysis of interdepartmental sampling of organizational values, and revise if necessary
- Maintain 95% enrollment capacity in each Tracy Performance Institute (TPI) class.
- 80% of all TPI course evaluations rates 4 or above (with 5 being the highest rating).
- Analysis of curriculum.

For Goal 2, Ensure continued fiscal sustainability through financial and budgetary stewardship; three (3) objectives have been identified. These include the following:

Objective 1: Update General Fund reserve policy.

Objective 2: Development of revenue growth and expenditure reduction strategies.

Objective 3: Enhance fiscal transparency.

There are four (4) performance measures associated with the governance strategy goal two. They are as follows:

- Availability of user friendly budget documents on the city website.
- Comprehensive fee study of development fees with proposed fees and rates.
- Council approved one-time revenue policy.
- Council approved long-term liability strategy.

For Goal 3, Identify technological resources to promote communication and civic engagement, enhance city services, and promote organizational productivity; three (3) objectives have been identified. These include:

Objective 1: Develop Information Technology (IT) policy guidelines to coordinate and streamline the implementation of new software/hardware.

Objective 2: Implement productivity initiatives to improve organizational effectiveness.

Objective 3: Begin implementation of Enterprise Resource Planning software.

The four (4) performance measures for Governance strategy goal three are:

- Policy for software/hardware standardization throughout the City developed.
- Areas identified where technology can be used to make improvements along with associated costs.
- Prioritized technology resource list along with associated costs.
- Enterprise Resource Planning software purchased and implementation begun.

Economic Development Strategy:

The purpose of the Economic Development Strategy is to enhance the competitiveness of the City while further developing a strong and diverse economic base.

Goals:

The four (4) goals identified in the Economic Development Strategy include the following: (1) Create head-of-household jobs reflective of the City's target industries and those that best match the skill sets of the local labor force, (2) Attract retail and entertainment uses that offer residents quality dining, shopping and entertainment experiences, (3) Support a higher education presence in Tracy, and (4) Position Tracy as the preferred location for start-up companies and entrepreneurial investment.

Objectives:

For Goal 1, Create head-of-household jobs reflective of the City's target industries and those that best match the skill sets of the local labor force, three (3) objectives have been identified. These include the following:

- Objective 1: Focus business recruitment efforts on identified target industries including: Medical Equipment and Supplies, Food Processing, Renewable Resources and Technology, Manufacturing, Backroom Office and Information Technology.
- Objective 2: Foster relationships with the existing business community to support the overall upgrade and expansion of employment opportunities.
- Objective 3: Continuously review and improve the streamline permit process and ensure quality infrastructure to meet future development needs.

Three (3) performance measures have been identified to ensure goals are being met. These include:

- Increase overall job growth by 5% citywide annually.
- Target 30% of new jobs annually to be head-of-household positions.
- Approve two Grow Tracy Fund Loans annually to new/existing businesses.

For Goal 2, Attract retail and entertainment uses that offer resident's quality dining, shopping and entertainment experiences, three (3) objectives have been identified. These include the following:

- Objective 1: Focus retail recruitment efforts on quality retailers and restaurants that meet the desires of the community.
- Objective 2: Increase the entertainment and recreational opportunities and events that draw people into Tracy.
- Objective 3: Collaborate with and support the Tracy City Center Association (TCCA) in an effort to increase the drawing power of the downtown.

There are four (4) performance measures associated with the economic development strategy goal two as follows:

- Attract two 'unique' retailers that are not currently in the trade area.

- Increase sales tax revenue by 5% annually.
- Increase TOT revenue by 5% annually.
- Decrease downtown vacancy rate by 5% annually.

For Goal 3, Support a higher education presence in Tracy, three (3) objectives have been identified. These include:

- Objective 1: Research and collect supportive data to demonstrate the regional demand for higher education.
- Objective 2: Identify potential higher education partners and begin marketing and outreach efforts to encourage the development of programming in Tracy.
- Objective 3: Partner with the current university recruitment group in educating the Tracy community on the assessment and possible benefits of higher education in Tracy.

The two (2) performance measures for Economic Development strategy goal 3 are:

- Distribute marketing and outreach materials to a dozen higher education institutions.
- Meet with and tour four higher education institutions in Tracy.

For Goal 4, Position Tracy as the preferred location for start-up companies and entrepreneurial investment, two (2) objectives have been identified. These include the following:

- Objective 1: Explore opportunities for the development of existing incubator and entrepreneur programs in the region, including: San Joaquin Angel Network, Altamont Co-work, Tracy Chamber Entrepreneurs Group, etc.
- Objective 2: Attract start-up companies and entrepreneurs from the Silicon Valley and Bay Area region.

There are two (2) performance measures associated with the economic development strategy goal four as follows:

- Identify two office locations and associated funding to aid in the attraction of start-ups and entrepreneurs.
- Foster relationships with five start-up companies and/or entrepreneurs.

FISCAL IMPACT

There is no fiscal impact with the discussion of this agenda item.

RECOMMENDATION

That Council discuss the proposed Council strategy areas, goals and objectives, and performance measures for FY 13/14 and FY 14/15 which include Public Safety, Quality of Life, Governance and Economic Development.

Prepared by: Monica Gutierrez, Management Analyst,
Amie Mendes, Economic Development Analyst,
Ed Lovell, Management Analyst II,
Mark Duxbury, Police Lieutenant

Reviewed by: Maria A. Hurtado, Assistant City Manager

Approved by: R. Leon Churchill, Jr., City Manager

ATTACHMENTS

Attachment "A":	Public Safety Strategic Plan Chart for FY 13-15;
Attachment "B":	Public Safety Strategy Business Plan for FY 13-15;
Attachment "C":	Quality of Life Strategic Plan Chart for FY 13-15;
Attachment "D":	Quality of Life Business Plan for FY 13-15;
Attachment "E":	Governance Plan Chart for FY 13-15;
Attachment "F":	Governance Strategy Business Plan for FY 13-15;
Attachment "G":	Economic Development Strategic Plan Chart for FY 13-15;
Attachment "H":	Economic Development Business Plan for FY 13-15



PUBLIC SAFETY STRATEGY

Purpose: To enhance community safety by promoting a responsive public safety system that includes civic engagement and partnerships, community involvement, public education and offering prevention, intervention and suppression services that meet the needs of Tracy residents

Goal 1

Partner with and engage residents to address public safety concerns

Objectives

- Increase two-way communication regarding Part II crime information and prevention.
- Increase visibility of public safety in the community.
- Increase community volunteer opportunities to maximize engagement.

Performance Measures

- Increase visibility & usage of GO Request smart phone app to internal and external customers by 5%.
- Re-establish an Adopt a Park program, with the adoption of 4 parks during years 2013/14 and an additional 4 during year 2014/15.
- Increase VIP participants 10% annually.
- Increase Drown Without a Sound presentations by 10% annually
- Increase neighborhood Watch program by 5% annually.

Goal 2

Promote public health, safety, and community welfare by responding and addressing unsafe, unhealthy or blighted conditions in homes, neighborhoods and the entire community.

Objectives

- Reduce the number of blighted property conditions.
- Streamline enforcement processes regarding citywide violations that cross departments.

Performance Measures

- Increase field inspections annually by 10%.
- Resolve 98% of all violations annually without court action.
- Complete initial inspections within 72 hours of report violation.
- Broaden education component to include annual outreach to students in K-8 grades.
- Implement an internal training program to address the abatement process of blight by other departments.

Goal 3

Enhance citywide disaster preparedness

Objectives

- Develop and implement a community education program for internal and external customers to better prepare and respond to man-made and natural disasters.
- Develop a citywide emergency safety and evacuation plan in the event of power outage, technological failure or natural or man-made disasters as to not impact public safety.

Performance Measures

- Increase CERT graduates by 10% annually.
- Participate in the annual Statewide "Great Shake Out" Earth Quake Preparedness Drill.
- Implement a City Hall Emergency Evacuation and Safety Plan for City Hall employees.

Goal 4

Reduce the number of major injury collisions

Objectives

- Increase public awareness of traffic safety issues specific to Tracy.
- Increase traffic related enforcement by 5%.

Performance Measures

- Conduct presentations to all local high schools regarding distracted driving and texting while driving statistics.
- Develop and distribute literature at a citywide level on current trends relating to distracted driving and don't text while driving initiatives.
- Participate in 3 community safety events.



PUBLIC SAFETY STRATEGY
FY 13/15 BUSINESS PLAN

Attachment B

Purpose: To enhance community safety by promoting a responsive public safety system that includes civic engagement and partnerships, community involvement, public education and offering prevention, intervention and suppression services that meet the needs of Tracy residents.

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
1.Partner with and Engage residents to address public safety concerns.	1a. Increase two-way communication regarding Part II crime information and prevention.	1.a.1 Create and distribute a resident survey regarding public safety perceptions.	M.Duxbury IT Staff	7/31/14		
		1.a.2 Identify crime concerns and perceptions to develop communication plans.	O.Lopez	11/30/14		
		1.a.3 Launch educational campaign on Facebook, Twitter, City web site, news papers, and utility bills.	L.Mejia	3/30/15		
		1.a.4 Develop marketing materials for Go Request App and other communication tools.	K.Scarlata	3/30/15		
	1b. Increase visibility of public safety in the community.	1.b.1 Attend at least three community events.	A. Contreras A. Kellogg M.Duxbury	10/31/13		
		1.b.2 Coordinate public presentations and educational material distribution for the "Drown without a Sound campaign".	S. Butler	8/15/14		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	1c. Increase community volunteer opportunities to maximize engagement.	1.c.1 Assign a volunteer coordinator to recruit, retain and train public safety volunteers.	O. Lopez V. Mendoza	1/31/14		
		1.c.2 Recruit members from Citizen's Academy & Neighborhood Watch Programs.	O. Lopez V. Mendoza	7/15/14		
		1.c.3 Implement semi-annual training for volunteers.	O. Lopez V. Mendoza	12/31/14		
		1.c.4 Re-establish and Kick-off an Adopt a Park Program through the Parks Commission's current FY 13/14 Goals.	K.Scarlata	7/31/15		
2. Promote public health, safety, & community welfare by responding & addressing unsafe, unhealthy or blighted conditions in homes, neighborhoods & the entire community	2a. Reduce the number of blighted property conditions.	2.a.1 Schedule monthly inspections of recidivist violators.	A. Contreras J. Decker J. Couturier	7/1/14		
		2.a.2 Proactively inspect vacant, boarded buildings to ensure compliance with city codes.	A. Contreras J. Decker J. Couturier	7/1/14		
		2.a.3 Deliver general code enforcement presentations to grades K-8 about common violations.	A. Contreras J. Decker J. Couturier	3/31/14		
		2.a.4 Establish an awareness and education campaign about "How to identify the most common code violations." and FAQs using all media channels.	A. Contreras J. Couturier	6/15/15		
	2b. Streamline enforcement processes regarding citywide violations that cross departments.	2.b.1 Develop and implement a cross training program to City Departments regarding prevalent Code violations.	A. Contreras J. Decker	6/31/14		
		2.b.2 Meet quarterly with public safety staff members to address reoccurring code violations.	A. Contreras J. Decker	10/31/13		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
3. Enhance citywide disaster preparedness	3a. Develop and implement a community education program for internal and external customers to better prepare and respond to man-made and natural disasters.	3.a.1 Identify disaster preparedness point of contacts.	B.Bagley A.Kellogg	2/28/14		
		3.a.2 Write disaster preparedness educational curriculum and/or presentations.	B.Bagley A.Kellogg	4/30/14		
		3.a.4 Recruit community volunteers for C.E.R.T. specifically PD citizen academy graduates.	B.Bagley	7/15/14		
		3.a.4 Establish a round-table exercise to include surrounding agencies relative to City wide Emergency Preparedness procedures.	A. Kellogg M. Duxbury	11/30/14		
	3b. Develop a Citywide emergency safety and evacuation plan in the event of power outage, technological failure or natural or man-made disasters as to not impact public safety.	3.b.1 Update and implement emergency response plans with Tracy Unified and Jefferson School Districts.	D.Sant A.Kellogg	1/31/15		
		3.b.2 Update and implement City's Comprehensive Emergency Response Plan.	A. Kellogg M. Duxbury	7/1/15		
4. Reduce the number of major injury collisions	4a. Increase public awareness of traffic safety issues specific to Tracy.	4.a.1 Implement student traffic safety awareness.	O. Lopez L. Infante	7/15/2015		
		4.a.2 Social media announcements, at community events, and to schools through the School Resource Officers.	O. Lopez L. Infante	6/15/14		
		4.a.3 Distribute traffic safety awareness literature at Tracy Bean Festival, Safety Fair & Juneteenth celebration.	O. Lopez L. Infante	9/30/13		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	4b. Increase traffic related enforcement by 5%.	4.b.1 Solicit cooperation from patrol officers and seek grants through the Office of Traffic Safety (OTS) to provide funding for staff costs.	O. Lopez M.Duxbury	12/31/14		
		4.b.2 ID locations of most frequent and serious collisions and delay resources accordingly.	O. Lopez K.Ysit	2/28/14		



QUALITY OF LIFE STRATEGY

Purpose: Provide an outstanding quality of life by enhancing the City's amenities and services and cultivating connections to promote positive change and progress in our community

Goal 1

Improve current recreation and entertainment programming & services to reflect the community and match trending demands

Objectives

- Analyze current programming participation trends and submitted evaluations.
- Interpret city and school district demographic shifts and recommend service improvements accordingly.
- Align recreation and cultural arts services & programs to match demographics, evaluation feedback and trends.

Performance Measures

- Review at least 80% of submitted evaluations from classes between the summer of 2012 and summer of 2013.
- Generate a quarterly report from class to view participation trends.
- Pilot at least 3 new recreation & cultural arts classes/programs per season.
- Present at least 6 presentations to city departments, including council on the demographic changes affecting programming and recreational services.
- Increase resident enrollment by 10% in city classes.

Goal 2

Address city amenities and facility usage with an emphasis on accessibility and streamlined services.

Objectives

- Update facility use policies to protect and preserve our current inventory of amenities.
- Explore public-private facility initiatives geared towards a multi-use facility.
- Implement facility and class software improvement recommendations to sync, facility rentals, class enrollments and cultural arts needs.

Performance Measures

- Conduct at least 3 community conversations with facility users to discuss policy.
- Provide management with a semi-annual inventory of current partnerships.
- Launch new class software.
- Increase software registrants by at least 10%.
- Train at least 10 staff members on the new class software.

Goal 3

Cultivate community engagement through digital and traditional means

Objectives

- Develop a value based marketing and communications plan bridging the gap between residents, businesses and the city.
- Implement an on-line citizen engagement plug-in to the website that allows residents to share ideas, and digitally interact with Council meetings.
- Explore media partnerships with local news agencies to feature or provide column space for city news, editorials and information.

Performance Measures

- Circulate 4 marketing pieces to strategic locations throughout the city.
- Increase digital users of current city tools by 20%.
- Increase website "new" visitor hits by 15%.
- Produce at least 6 articles/info pieces for media publication.
- Host at least 2 media receptions at City Hall.

Goal 4

Coordinate community outreach with all strategic priority teams

Objectives

- Implementation of an electronic communication strategy to enhance communication, transparency and engagement.
- Assist Public Safety strategy team with goal 1, objective 2 and the Economic Development team with goal 2, objective 2.

Performance Measures

- Increase visibility and usage of email subscription service to internal and external customers by 20%.
- Collaborate with strategy teams on at least four public education and marketing events.
- Identify at least 6 community outreach opportunities.
- Create 4 email distribution templates for City departments.



QUALITY OF LIFE STRATEGY

FY 13/15 BUSINESS PLAN

Purpose: The purpose of the Quality of Life Strategy is to provide an outstanding quality of life by enhancing the City's amenities and services and cultivating connections to promote positive change and progress in our community.

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments	
1.Improve current recreation and entertainment programming & services to reflect the community and match trending demands.	1a. Analyze current programming participation trends and submitted evaluations.	1.a.1 Collect program evaluations from Fall 2011, Spring 2012 and summer 2012 and December to use as an evaluation baseline.	J. Correl	8/30/13			
		1.a.2 Develop new participant evaluation forms geared towards ascertaining outputs, programming effectiveness and participant demographics	M. Gutierrez	10/31/13			
		1.a.3 Develop quarterly reports on arts education and recreation participant trends using CLASS software.	E.Sayre	12/31/13			
		1b. Interpret city and school district demographic shifts and recommend service improvements accordingly.	1.b.1 Review and prepare annual reports on demographic changes and present to city staff.	M. Gutierrez	1/31/14		
			1.b.2 Research cities with comparable demographics for programming trends and service improvements.	L. Johnston	4/30/14		
			1.b.3 Create and recommend a list of alternative programming based on social and culturalluy relevant demographic trends.	E.Sayre J.Correl	8/30/14		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	1c. Align recreation and cultural arts services & programs to match demographics, evaluation feedback and trends.	1.c.1 Use evaluation data and research to determine target markets	J. Correl	2/28/14		
		1.c.2 Remove and add recreation and cultural arts programs or classes per season.	J. Correl	3/30/14		
		1.c.3 Streamline recreation and cultural arts programs and services.	K. Scarlata	1/30/15		
		1.c.4 Propose any consequential budget changes or impacts to recreation and cultural arts programs and services.	K. Scarlata	3/15/13		
2. Address city amenities and facility usage with an emphasis on accessibility and streamlined services.	2a. Update facility use policies to protect and preserve our current inventory of amenities	2.a.1 Research and compare industry standards for facility usage and amenity policies, procedures and language use.	D. Scholl	2/28/14		
		2.a.2 Plan and facilitate user group meetings to discuss industry standards, proposed changes and gain feedback from users.	L. Serrano	5/31/14		
		2.a.3 Update field reservation policy handbook, and the facilities rental and event permit policy handbook and forms.	V. Carrera	1/30/15		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	2b. Explore public-private facility initiatives geared towards a multi-use facility.	2.b.1 Inventory current facility partnerships throughout the city.	V. Carrera	12/31/13		
		2.b.2 Determine additional needs and demands based on trends, parks masterplan, programming and surveys.	B. Nguyen	5/30/14		
		2.b.3 Solicit partnerships for naming rights of Legacy Fields	V. Carrera	2/28/15		
		2.b.4 Research funding opportunities for facility usage improvements and partnerships.	K. Baydoun	1/30/15		
	2c. Implement facility and class software improvement recommendations to sync, facility rentals, class enrollments and cultural arts needs.	2.c.1 Schedule software demonstrations with the industry predominate vendors.	L. Serrano	8/30/13		
		2.c.2 Prepare and open an RFP for new class software in accordance with all programming needs.	V. Carrera	12/31/13		
		2.c.3 Finalize purchase agreement; maintenace expectations and software installation schedule with website integration.	V. Carrera	3/30/14		
		2.c.4 Coordinate staff trainings on new software and community friendly options.	V. Carrera	8/30/14		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
3.Cultivate community engagement through digital and traditional means	3a. Develop a value based marketing and communications plan that bridges the gap between residents, businesses and the city.	3.a.1 Identify three target audiences and match two values per audience.	M. Gutierrez	2/28/14		
		3.a.2 Develop consistent city messages highlighting value.	B. Nguyen	4/30/14		
		3.a.3 Create marketing visuals for each target audience using tech tools and direct marketing.	L. Johnston	7/31/14		
		3.a.4 Write a communications plan for distributing marketing materials to each target audience.	M. Gutierrez	1/30/15		
	3b. Implement an on-line citizen engagement plug-in to the website that allows residents to share ideas, and digitally interact with Council meetings.	3.b.1 Schedule software demonstrations with the citizen engagement vendors; granicus, peak democracy, mindmixer, civicplus.	M. Gutierrez	7/31/13		
		3.b.2 Distribute survey to current users of engagement software and compile results in a SWOT matrix.	M. Gutierrez	7/31/13		
		3.b.3 Perform a cost benefit analysis and management recommendation of citizen engagement tool.	M. Engen	9/30/13		
		3.b.4 Finalize agreement with vendor and intergrate software into web site.	M. Engen	1/30/14		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	3c. Explore media partnerships with local news agencies to feature or provide column space for city news, editorials and information.	3.c.1 Create a digital press kit with: general city overview, bios, FAQs, annual themes, pictures, highlight, news coverage, contact info.	S.Arganbright	12/31/13		
		3.c.2 Identify media partners and general company info: circulation, publication frequency, press deadlines, editorial staff, journalist for Tracy.	L.Smith	2/28/14		
		3.c.3 Coordinate and host media receptions.	M. Gutierrez	3/30/14		
4. Coordinate community outreach with all strategic priority teams	4a. Implementation of an electronic communication strategy to enhance communication, transparency and engagement.	4.a.1 Identify department representatives and potential uses of an e-subscription service.	M.Spade	5/30/13		
		4.a.2 Create design templates and language use guide for all e-subscription outputs.	M. Gutierrez L.Johnston	7/30/13		
		4.a.3 Facilitate user trainings and open labs for consistent communication.	M.Spade	8/30/13		
		4.a.4 Launch e-subscription service.	M.Spade	9/30/13		
	4b. Assist Public Safety strategy team with goal 1, objective 2, and the Economic Development team with goal 2, objective 2	4.b.1 Gather current printed and electronic material used for public education and information.	V.Mendoza	3/30/14		
		4.b.2 Review and recommend changes to material.	M. Gutierrez	6/30/14		
		4.b.3 Calendar opportunities and promote social media presence of material and events.	M. Gutierrez	7/31/13		
		4.b.4 Develop communications plan for promoting public safety and special events.	L.Mejia K.Scarlata	4/30/14		



GOVERNANCE STRATEGY

Purpose: To retain and attract new talent, enhance fiscal stability, improve the use of technology, and enhance transparency for the betterment of the community of Tracy.

Goal 1

Further develop an organization that attracts, motivates, develops and retains a high quality, engaged, informed and high-performing workforce

Objectives

- Identify outreach opportunities to promote Tracy as a desirable place to work.
- Affirm organizational values.
- Evaluate and promote Tracy W.I.N.S.

Performance Measures

- *List of methods for outreach and promotion of Tracy is created.*
- *Analysis of interdepartmental sampling of organizational values, and revise if necessary.*
- *Maintain 95% enrollment capacity in each TPI class.*
- *80% of all TPI course evaluations rates 4 or above.*
- *Analysis of curriculum .*

Goal 2

Ensure continued fiscal sustainability through financial and budgetary stewardship

Objectives

- Update General Fund reserve policy.
- Development of revenue growth and expenditure reduction strategies.
- Enhance fiscal transparency.

Performance Measures

- *Availability of user friendly budget documents on the City website.*
- *Comprehensive fee study of development fees with proposed fees and rates*
- *Council approved one-time revenue policy.*
- *Council approved long term liability strategy.*

Goal 3

Identify technological resources to promote communication and civic engagement, enhance city services, and promote organizational productivity.

Objectives

- Develop IT policy guidelines to coordinate and streamline the implementation of new software/hardware.
- Implement productivity initiatives to improve organizational effectiveness.
- Begin implementation of Enterprise Resource Planning software.

Performance Measures

- *Policy for software/hardware standardization throughout the City developed.*
- *Areas identified where technology can be used to make improvements along with associated costs.*
- *Prioritized technology resource list along with associated costs.*
- *Enterprise Resource Planning software purchased and implementation begun.*



GOVERNANCE STRATEGY

Attachment F

FY 13/15 BUSINESS PLAN

Purpose: To retain and attract new talent, enhance fiscal stability, improve the use of technology, and enhance transparency for the betterment of the community of Tracy.

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
1. Further develop an organization that attracts, motivates, develops and retains a high quality, engaged, informed and high performing workforce.	1a. Identify outreach opportunities to promote Tracy as a desirable place to work.	1.a.1 Contact each department to obtain their current outreach information.	Courtney Bell	8/31/2013		
		1.a.2 Compile outreach information into 2 documents: Email list and hard copy mailing list.	Courtney Bell	9/30/2013		
		1.a.3 Identify costs associated with each outreach opportunity.	Courtney Bell	10/31/2013		
		1.a.4 Post document Citywide on the intranet.	Courtney Bell	10/31/2013		
		1.a.5 Assign a department to maintain the list annually.	Courtney Bell	10/31/2013		
	1b. Affirm organizational values.	1.b.1 Create a survey to assess employee perception of City values.	Ed Lovell Dave Bramell	9/30/2013		
		1.b.2 Determine method to collect responses.	Ed Lovell Dave Bramell	10/31/2013		
		1.b.3 Collect and analyze data.	Ed Lovell Dave Bramell	11/30/2013		
		1.b.4 Provide results and recommendations.	Ed Lovell Dave Bramell	12/31/2013		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	1c. Evaluate and promote Tracy W.I.N.S.	1.c.1 Develop performance measures for Tracy W.I.N.S. program to measure its success.	Ed Lovell	7/31/2013		
		1.c.2 Analyze Tracy Performance Academy participant surveys and report findings.	Ed Lovell	Quarterly		
		1.c.3 Work with Leadership Development Team to ensure continued promotion and enrollment in the Tracy Performance Academy.	Ed Lovell	Ongoing		
2. Ensure continued fiscal sustainability through financial and budgetary stewardship.	2a. Update General Fund reserve policy.	2.a.1 Survey other cities about reserve policies.	Robert Rosenberg	7/31/2013		
		2.a.2 Hold a Council workshop to present findings and outline current status of Tracy.	Jenny Haruyama	9/15/2013		
		2.a.3 Develop a policy based on Council input.	Jenny Haruyama	10/15/2013		
		2.a.4 Implement City Council direction.	Jenny Haruyama	11/15/2013		
	2b. Development of revenue growth and expenditure reduction strategies.	2.b.1 Review, analyze and present to council recommendations for development impact fees.	Anne Belle	3/31/2014 Ongoing		
		2.b.2 Review all upcoming contracts for opportunities to reduce expenditures and rebid when beneficial.	Jenny Haruyama	6/30/2015 Ongoing		
		2.b.3 Use a sales tax consultant to audit all fulfillment centers in Tracy.	Jenny Haruyama	6/30/2015		
	2c. Enhance fiscal transparency.	2.c.1 Update budget docs on website to be more user friendly in conjunction with the purchase of new finance software.	Carlo Fanto	6/30/2015		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
3. Identify technological resources to promote communication and civic engagement, enhance city services, and promote organizational productivity.	3a. Develop IT policy guidelines to coordinate and streamline the implementation of new software/hardware.	3.a.1 Survey other cities for IT purchasing and implementation policies.	Courtney Bell	10/15/2013		
		3.a.2 Develop a final policy based on Tracy's needs.	Carlo	1/31/2014		
		3.a.3 Establish system purchasing controls.	Carlo	1/31/2014		
		3.a.4 IT policy distributed to all departments.	Courtney Bell	1/31/2014		
	3b. Implement productivity initiatives to improve organizational effectiveness.	3.b.1 Make contact with each department and assign a technology liaison.	Carlo Fanto	8/31/2013		
		3.b.2 Meet with each liaison to provide a scope of the task.	Carlo Fanto	9/30/2013		
		3.b.3 Liaisons meet with their department to discuss technology improvements.	Carlo Fanto	11/30/2013		
		3.b.4 Compile list of ideas from each department and analyze.	Carlo Fanto	1/31/2014		
		3.b.5 Prioritize list and provide recommendations.	Carlo Fanto	1/31/2014		
	3c. Begin implementation of Enterprise Resource Planning software.	3.c.1 Determine the minimum requirements for the system and issue RFI to vendors.	Robert Rosenberg	7/31/2013		
		3.c.2 Select up to 3 qualified vendors and do an analysis utilizing employees from all levels of the organization who will be using the system.	Robert Rosenberg	9/30/2013		
		3.c.3 Selection of vendor and on-site reference visits.	Robert Rosenberg	10/31/2013		
		3.c.3 Contract negotiations with the preferred vendor and begin implementation.	Robert Rosenberg	11/30/2013		



ECONOMIC DEVELOPMENT STRATEGY

Purpose: Enhance the competitiveness of the City while further developing a strong and diverse economic base.

Goal 1

Create head-of-household jobs reflective of the City's target industries and those that best match the skill sets of the local labor force.

Objectives

- Focus business recruitment efforts on our identified Target Industries: *Medical Equipment & Supplies, Food Processing, Renewable Resources & Technology, Manufacturing, Backroom Office & IT.*
- Foster relationships with existing businesses to support the overall upgrade and expansion of employment opportunities.
- Continuously review and improve the streamline permit process and ensure quality infrastructure to meet future development needs.

Performance Measures

- Increase overall job growth by 5% citywide annually.
- Target 30% of new jobs annually to be head-of-household positions.
- Approve 2 Grow Tracy Fund Loans to new/existing businesses.

Goal 2

Attract retail and entertainment uses that offer residents quality dining, shopping and entertainment experiences.

Objectives

- Focus retail recruitment efforts on quality retailers and restaurants that meet the desires of the community.
- Increase the entertainment and recreational opportunities and events that draw people into Tracy.
- Collaborate with and support the Tracy City Center Association in an effort to increase the drawing power of the downtown.

Performance Measures

- Attract 2 'unique' retailers that are not currently in the trade area.
- Increase sales tax revenue by 5% annually.
- Increase TOT revenue by 5% annually.
- Decrease downtown vacancy rate by 5% annually.

Goal 3

Support a higher education presence in Tracy.

Objectives

- Research and collect supportive data to demonstrate the regional demand for higher education.
- Identify potential higher education partners and begin marketing and outreach efforts to encourage the development of programming in Tracy.
- Partner with current university recruitment group in educating the Tracy community on the assessment and possible benefits of higher education in Tracy.

Performance Measures

- Distribute marketing and outreach materials to a dozen higher education institutions.
- Meet with and tour 4 higher education institutions in Tracy.

Goal 4

Position Tracy as the preferred location for start-up companies and entrepreneurial investment.

Objectives

- Explore opportunities for the development of existing incubator and entrepreneur programs in the region, including: San Joaquin Angel Network, Altamont Co-work, Tracy Chamber Entrepreneurs Group, etc.
- Attract start-up companies and entrepreneurs from the Silicon Valley and Bay Area region.

Performance Measures

- Identify 2 office locations and associated funding to aid in the attraction of start-ups and entrepreneurs.
- Foster relationships with 5 start-up companies and/or entrepreneurs.



ECONOMIC DEVELOPMENT STRATEGY
 FY 13/15 BUSINESS PLAN

Attachment H

Purpose: Enhance the competitiveness of the City while further developing a strong and diverse economic base.

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
1. Create head-of-household jobs reflective of the City's target industries and those that best match the skill sets of the local labor force.	1a. Focus business recruitment efforts on our identified Target Industries, including: <i>Medical Equipment & Supplies, Food Processing, Renewable Resources & Technology, Manufacturing, Backroom Office & Information Technology</i>	1.a.1 Develop a short list of companies within target industries to focus business attraction efforts.	A. Malik Consultant	12/2013		
		1.a.2 Develop and implement a marketing and outreach plan to include quarterly newsletters, broker tours, co-op advertising, site visits, etc.	A. Mendes	12/2013		
		1.a.3 Attend 4 tradeshow annually focused on outreach and recruitment of businesses within target industries.	A. Mendes	6/2015		
		1.a.4 Work with the San Joaquin Partnership to leverage regional economic development efforts (i.e. tradeshow, CCC meetings, recruitment efforts, etc.).	A. Mendes	6/2015		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
1. Create head-of-household jobs reflective of the City's target industries and those that best match the skill sets of the local labor force.	1b. Foster relationships with the existing business community to support the overall upgrade and expansion of employment opportunities.	1.b.1 Develop a Business System to formally recognize companies in Tracy (i.e. top employers, top sales tax, expansions, etc.).	R. Chaparro	12/2013		
		1.b.2 Utilize the Executive Pulse business retention and expansion database to profile Tracy companies and use the information to effectively communicate with the business community - events, news, updates, available resources, etc.	B. Harb	6/2014		
		1.b.3 Develop and market a Business Visitation Program to encourage a collaborative relationship between the business community and the City, while marketing available resources such as the Enterprise Zone Program and Grow Tracy Fund.	B. Harb	12/2013		
		1.b.4 Coordinate with the Chamber of Commerce to host a series of workshops and events aimed at educating small business owners in areas such as marketing, financial management, social media, etc.	B. Harb	9/2013		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
1. Create head-of-household jobs reflective of the City's target industries and those that best match the skill sets of the local labor force.	1c. Continuously review and improve the streamline permit process and ensure quality infrastructure to meet future development needs.	1.c.1 Review all development areas to determine if streamlined development review is warranted in an effort to expedite the permit process (i.e. I-205).	V. Lombardo	6/2014		
		1.c.2 Develop and adopt Finance Implementation Plans in accordance with City Council's adopted policies related to residential and non-residential growth, ensuring adequate infrastructure is available to facilitate development.	K. Sharma	6/2015		
		1.c.3 Expand the biweekly Development Review Team (DRT) meetings to include representatives of each department (PD, Fire, Finance, PW, etc.) in an effort to prepare staff for the increase in development activity.	V. Lombardo	9/2013		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
2. Attract retail and entertainment uses that offer residents quality dining, shopping and entertainment experiences.	2a. Focus retail recruitment efforts on quality retailers and restaurants that meet the desires of the community.	2.a.1 Coordinate with IS to develop an online survey instrument in an effort to understand the community's desires related to retail and other amenities.	A. Mendes Consultant	9/2013		
		2.a.2 Identify current retail vacancies and proposed new retail areas and develop a tenant mix for both long and short term positioning, including a list of "Tier 1 - Stretch Retailers" and "Tier 2 Retailers" based upon the City's community/demographic profile, space available, desired tenants (those identified in	A. Mendes Consultant	12/2013		
		2.a.3 Utilize the retail positioning information identified in 2.a.2. and work directly with property owners and managers, real estate brokers, and retailers to recruit them to specific projects through letter writing campaigns, emails and direct meetings.	A. Mendes Consultant	6/2014		
		2.a.4 Re-evaluate the existing Retail Incentive Program to determine if the program is sufficient to attract the types of retailers and entertainment uses identified in 2.a.1, and amend if necessary.	A. Mendes Consultant	6/2014		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
2. Attract retail and entertainment uses that offer residents quality dining, shopping and entertainment experiences.	2b. Increase the entertainment and recreational opportunities and events that draw people into Tracy.	2.b.1 Negotiate with private developer(s) for the development of recreational and/or entertainment uses on the City-owned Holly Sugar property.	A. Malik	6/2015		
		2.b.2 Outreach to developers and/or operators to determine if a market exists for the private development and operation of a regional waterpark in Tracy.	R. Buchanan	12/2013		
	2c. Collaborate with and support the Tracy City Center Association (TCCA) in an effort to increase the drawing power of the downtown.	2.c.1 Secure CDBG funding from FY13-14 to fund a Downtown Façade Improvement Program. Target marketing efforts to property owners, business owners, and brokers.	S. Claar	1/2014		
		2.c.2 Partner with the Tracy Chamber of Commerce and TCCA to launch a Shop Local Campaign for the holiday season(s).	A. Mendes	12/2013		
		2.c.3 Secure successful development partner/tenant(s) for the Westside Market building.	S. Claar	6/2014		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
3. Support a higher education presence in Tracy.	3a. Research and collect supportive data to demonstrate the regional demand for higher education.	3.a.1 Collect and analyze Common Data Elements from colleges and universities that surround Tracy, including: enrollment data; programs offered; community college transfer patterns; pricing, etc.	B. Harb Consultant	12/2013		
		3.a.2 Collect and analyze local (and surrounding) school district information and performance statistics, including: enrollment data; college trends; demographics of graduation rates, etc.	B. Harb Consultant	12/2013		
		3.a.3 Outreach to businesses in the region to determine: employers with more than 100 employees (with map); employer educational reimbursement policies; and internship opportunities.	A. Mendes	12/2013		
3. Support a higher education presence in Tracy.	3b. Identify potential higher education partners and begin marketing and outreach efforts to encourage the development of programming in Tracy.	3.b.1 Develop a comprehensive marketing package that incorporates the data identified in 3a and highlights the quality of life aspects and future development of Tracy.	A. Mendes ED Staff	3/2014		
		3.b.2 Assemble a list of higher education institutions (including trade schools, vocational schools, and traditional higher education institutions) to target for outreach efforts and distribute marketing packages accordingly. Follow-up with invite for community tour and presentation.	B. Harb	6/2014		

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
3. Support a higher education presence in Tracy.	3c. Partner with the current university recruitment group in educating the Tracy community on the assessment and possible benefits of higher education in Tracy.	3.c.1 Coordinate educational meetings to review and discuss the consultants capacity analysis.	M. Gutierrez	2/2014		
		3.c.2 Develop and implement a communication and outreach strategy to promote the importance and benefits associated with higher education in the community.	M. Gutierrez	9/2014		
4. Position Tracy as the preferred location for start-up companies and entrepreneurial investment.	4a. Explore opportunities for the development of existing incubator and entrepreneur programs in the region, including: San Joaquin Angel Network, Altamont Cowork, Tracy Chamber Entrepreneurs Group, etc.	4.a.1 Partner with the San Joaquin Angel Network (local Venture Capital group) to identify and grow start-up companies.	A. Malik	6/2015		
		4.a.2 Attend the Tracy Chamber Entrepreneurs Group meetings, and Altamont Cowork events to gain a better understanding of local entrepreneurs' needs.	A. Mendes	6/2015		
	4b. Attract start-up companies and entrepreneurs from the Silicon Valley and Bay Area region.	4.b.1 Secure partnership with i-GATE and other bay area entrepreneurial organizations to identify and support company's for Tracy's entrepreneur program.	A. Malik Consultant	12/2013		
		4.b.2 Locate potential office building(s)/space(s) for Tracy's entrepreneur program and work with property owner(s) to negotiate favorable lease terms.	A. Malik Consultant	2/2013		
		4.b.3 Attend two (2) industry trade shows focused on outreach and recruitment of entrepreneurs and start-up companies.	A. Malik	6/2015		