

# 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, February 17, 2015, 4:00 p.m.**  
(or as soon thereafter as possible)

**Location:** **Room 203, 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 2015-012 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. RECEIVE PRESENTATION ON FISCAL YEARS 2013-15 CITY COUNCIL TWO YEAR STRATEGIC PRIORITIES
5. Adjournment



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Mayor

## **February 12, 2015**

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

**RECEIVE PRESENTATION ON FISCAL YEARS 2013-15 CITY COUNCIL TWO YEAR STRATEGIC PRIORITIES**

EXECUTIVE SUMMARY

The purpose of this staff report is to provide an update to Council on the City's Strategic Priorities for Fiscal Years 2013-15. The four strategies adopted by City Council on June 18, 2013 include Public Safety, Quality of Life, Economic Development and Governance. On February 24, 2015, Council will hold a retreat to determine whether these or other priorities will continue for the upcoming two years.

Attached are the detailed business plans for each of the four strategic plans with specific objectives and action items.

DISCUSSION

On June 18, 2013, the Council adopted Resolution 2013-088 outlining the City Council strategic priorities which contain a total of 131 action items under the four strategy areas. On December 16, 2014, staff provided an update to Council on the status of the goals and objectives outlined within the Strategic Priority areas. During the time of the presentation, there was a vacant seat on the City Council, which since then has been filled. Staff would like to provide an update on the Strategic Priorities to the full Council in preparation for the February 24, 2015 City Council Retreat.

The purpose of this staff report is to provide Council with a status update regarding the timelines of the action items outlined in the Public Safety, Quality of Life, Economic Development and Governance Strategies.

**Public Safety Strategy:**

The purpose of the Public Safety Strategy is to engage residents as active partners in ensuring Tracy is a safe community

**Goals:**

The four goals identified in the Public Safety Strategy are: (1) Develop partnership with the community and engage residents in addressing 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.

**Status Update:**

The Public Safety Strategy is on track to complete all objectives. Some of the key achievements attained include:

- Implementation of electronic outreach applications including Nixel and Facebook to provide two-way communication between citizens and public safety. This included reactivating the Police Department's Facebook page, which currently has over 3,700 followers.
- 500 local homes with swimming pools were identified and reached by City staff to promote the Drown Without a Sound Campaign; educational materials were distributed to prevent childhood drowning.
- During the 2014 calendar year, 945 new Code Enforcement cases were open related to health and safety living conditions. Over 3,000 inspections were performed, and of these, over 1,000 dwellings were vacated or brought up to minimum code standards.
- The City of Tracy participated in the Great California Shakeout drill on October 16, 2014, in an effort to enhance disaster preparedness.
- The Police Department was awarded grants through the Office of Traffic Safety that funded additional traffic enforcement throughout the City, including DUI checkpoints, distracted driving, and common collision violations. In addition, in November 2014, Teen Impact was presented to over 1,000 junior and senior high school students. The focus of this presentation is on the dangers of distracted driving.

**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 goals identified in the Quality of Life Strategy include the following: (1) Improve current recreation and entertainment programming & 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.

**Status Update:**

Under the four goals of the Quality of Life Strategy are 40 associated action items, the majority of which are completed or are in progress. Some of the notable accomplishments in this strategy include:

- An analysis of recreation and cultural arts programming trends and customer feedback was completed. The findings have aided staff in refining the types of classes and workshops offered to the community, so that they align better with resident interests, demographics and demands. An example includes reducing the number of competitive gymnastics classes due to dipping student enrollment, and increasing the number of toddler and youth recreation gymnastic classes based on heightened community demand. In addition, the student survey form was also revised in order to better gather program effectiveness, participant satisfaction and service improvements.
- The City's Field Reservation Policy Handbook was revised to reflect current industry standards for sports facility usage. Doing so has created a more equitable and streamlined process for the City's annual field allocation process.
- The City has implemented a new facility reservation and class registration software, ActiveNet, which went online to the public on December 8<sup>th</sup>. The new system will streamline registration services, customer transactions and improve online access to activity listings. One notable feature of the ActiveNet system includes the ability to send electronic notices via email or text to enrollees on the status of classes. Online class registration can be accessed at [www.tracyartsandrec.com](http://www.tracyartsandrec.com).
- Electronic communications and outreach efforts via the City's website and social media channels has also improved. In 2014, staff has seen a notable increase in followers and engagement via the City's Facebook, Twitter, YouTube, Nixle and LinkedIn accounts. In addition, the City launched its e-newsletter application, via the City's website, which allows for the public to subscribe to newsletters from various areas within the organization. All four strategy areas are using the City's electronic tools, to a specific degree, to complete their objectives. Links to all of these electronic applications can be found on the City of Tracy's website [www.thinkinsidethetriangle.com](http://www.thinkinsidethetriangle.com).

**Economic Development Strategy:**

The purpose of the Economic Development Strategy is to enhance the competitiveness of the City while creating 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.

**Status Update:**

Some of the key Economic Development achievements attained during the two-year strategic plan period include:

- Tracy's job creation efforts have been very positive, adding more than 3,000 jobs in 2013. It should be noted that the largest growth occurred in the manufacturing business segment. The City is fortunate to have readily available land for developers seeking to relocate or expand in this area, as evidenced by the development of the new 1,700 acre Prologis International Park of Commerce business park. Prologis, the City, and the Pennino Management Group are developing an aggressive marketing and outreach program to target Bay Area companies in the Advanced Manufacturing/Logistics, eCommerce, Healthcare, and Office related industries.
- The City has successfully identified new retail opportunities based on a recent retail and restaurant survey and aggressive marketing outreach. In turn, the City has increased sales tax revenues by more than 20% over the last two years.
- Funding for a Downtown Façade Improvement Program has provided more than \$86,000 in matching grants fund to strengthen revitalization efforts in the downtown area.
- Continuous efforts are being made to identify programming and campus development opportunities with a private university.
- The City participated in two major entrepreneurial trade shows in the Bay Area. As a result of discussions with entrepreneurs and bay area entrepreneurship organizations, it was determined that fostering a support network for entrepreneurs and providing incentives for start-ups to locate in Tracy was seen as having more value than providing office facilities, which are readily available in Tracy. As such, on November 5, 2013, Council adopted the City's High-Tech Incentive Program to encourage new high-technology companies to locate in Tracy. This incentive program is being marketed as part of the City's outreach effort.
- The San Joaquin Partnership, an Economic Development partner with the City, recently completed a San Joaquin County Land and Building Survey (Attachment E) and presented these findings at the November meeting of the San Joaquin Partnership Board of Directors. This survey helps reaffirm to prospective businesses that Tracy has the available sites and infrastructure needed to meet future development needs.

**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 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.

**Status Update:**

Under the three goals of the Governance Strategy are nine objectives and 33 associated action items. Most of the action items are in the process of being implemented or are already completed. Notable accomplishments include the following:

- Development and approval of a General Fund reserve policy. Staff presented findings to Council for discussion and ultimately presented a policy for Council approval on August 19, 2014. The new General Fund reserve policy established three new reserves, replacing the previous reserve policy of 20% of the General expenditures. The new reserves are now:

**General Fund Contingency Reserve:**

The Contingency Reserve is to be established with a targeted goal of 20% of the General Fund's adopted annual budget for expenditures, including recurring transfers out.

**General Fund Economic/Budget Stability Reserve:**

The Economic/Budget Stability Reserve is to be established with a targeted goal of 10% of the General Fund's adopted annual budget for expenditures and recurring transfers out.

**General Fund "Measure E" Mitigation Reserve:**

The "Measure E" Mitigation Reserve is to be established with a targeted goal of \$7 million as this is estimated to be the peak revenue prior to the measure's expiration in March 2015.

- The purchase and initial implementation of Enterprise Resource Planning software. As part of the Fiscal Year 2013/14 Capital Improvement Program (CIP), Council authorized funding to replace the City's current financial system with an Enterprise Resource Planning System (ERP), an information technology tool that integrates various systems (e.g. finance, human resources, benefits, fixed assets, payroll, community development) into one comprehensive system to manage operations. A cross-departmental employee committee selected a vendor, Tyler Technologies, Inc., and the purchase was approved by Council on May 20, 2014. Implementation of the software is currently underway.
- Approval of Development Impact Fees to fund the infrastructure identified in the City's Master Plans, AB1600 Development Impact Fee reports were prepared. These reports identified the facilities and their costs and distribute them equitably to new developments. A public hearing was held and the fees adopted at the January 7, 2014 City Council meeting.

FISCAL IMPACT

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

RECOMMENDATION

That the City Council hear and receive a presentation on Fiscal Years 2013-15 City Council two-year Strategic Priorities.

Prepared by: Andrew Malik, Development Services Director  
Mark Duxbury, Acting Chief  
Vanessa Carrera, Management Analyst II  
Ed Lovell, Management Analyst II

Reviewed by: Maria A. Hurtado, Assistant City Manager

Approved by: Troy Brown, City Manager

ATTACHMENTS

Attachment A: Public Safety Strategic Plan Status Update  
Attachment B: Quality of Life Strategic Plan Status Update  
Attachment C: Economic Development Strategic Plan Status Update  
Attachment D: Governance Strategic Plan Status Update  
Attachment E: San Joaquin County Land and Building Survey



## PUBLIC SAFETY STRATEGY

## FY 13/15 BUSINESS PLAN

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
<b>1. Develop partnership with the community and engage residents in addressing public safety concerns</b>	<b>1a.</b> Increase two-way communication regarding Part II crime information and prevention.	<b>1.a.1</b> Create and distribute a resident survey regarding public safety perceptions.	M.Duxbury IT Staff	11/1/14	Yellow	Research in progress. Due date extended due to staffing issues/other priorities.
		<b>1.a.2</b> Identify crime concerns and perceptions to develop communication plans.	O.Lopez	11/30/14	Green	Based on 1.a.1 survey results.
		<b>1.a.3</b> Launch educational campaign on Facebook, Twitter, City web site, news papers, and utility bills.	L.Mejia	3/30/15	Green	Reactivated PD Facebook page. Nixel completed including Public Works and Fire.
		<b>1.a.4</b> Develop marketing materials for Go Request App and other communication tools.	K.Scarlata	3/30/15	Green	On schedule.
	<b>1b.</b> Increase visibility of public safety in the community.	<b>1.b.1</b> Attend at least three community events.	A. Contreras A. Kellogg M.Duxbury	12/15/14	Green	Implemented.
		<b>1.b.2</b> Coordinate public presentations and educational material distribution for the "Drown without a Sound campaign".	S. Butler	8/15/14	Green	500 pools identified during first neighborhood canvas. Educational materials distributed to associated homes. On-going.

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress






ATTACHMENT A

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
1. Develop partnership with the community and engage residents in addressing public safety concerns (cont.)	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	On schedule and within Budget	Neighborhood Watch Volunteer Coordinator in place.
		1.c.2 Recruit members from Citizen's Academy & Neighborhood Watch Programs.	O. Lopez V. Mendoza	7/15/14	On schedule and within Budget	Recruited 3 volunteers from Spring 2014 Academy. Recruitment scheduled at upcoming community events.
		1.c.3 Implement semi-annual training for volunteers.	O. Lopez V. Mendoza	12/31/14	On schedule and within Budget	Monthly trainings have been established for VIPs.
		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	On schedule and within Budget	On schedule.
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	On schedule and within Budget	Implemented.
		2.a.2 Proactively inspect vacant, boarded buildings to ensure compliance with city codes.	A. Contreras J. Decker J. Couturier	7/1/14	On schedule and within Budget	Implemented.
		2.a.3 Deliver general code enforcement presentations to grades K-8 about common violations.	A. Contreras J. Decker J. Couturier	3/31/14	On schedule and within Budget	On schedule. Two school presentations were conducted in Spring 2014. Upcoming presentations are planned for the 2014/2015 school year. An additional presentation was conducted at Kimball High for the Social Awareness class.
		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	On schedule and within Budget	On schedule. Due to workload demands, this task is proposed to be implemented after 1/1/15.
	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	On schedule and within Budget	Implemented.
		2.b.2 Meet quarterly with public safety staff members to address occurring code violations.	A. Contreras J. Decker	10/31/13	Behind schedule or exceeding Budget	Not met due to workload demands. IDEA Team meeting has been rescheduled for the later part of November 2014.

-  On schedule and within Budget
-  Behind schedule or exceeding Budget
-  Stopped - No Progress




ATTACHMENT A

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
<b>3. Enhance citywide disaster preparedness</b>	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	On schedule and within Budget	Completed.
		3.a.2 Write disaster preparedness educational curriculum and/or presentations.	B.Bagley A.Kellogg	4/30/14	On schedule and within Budget	C.E.R.T. and Coordinator in place. Will be done 10-31-14.
		3.a.4 Recruit community volunteers for C.E.R.T. specifically PD citizen academy graduates.	B.Bagley	7/15/14	On schedule and within Budget	Completed.
		3.a.4 Establish a round-table exercise to include surrounding agencies relative to City wide Emergency Preparedness procedures.	A. Kellogg L. Mejia	11/30/14	On schedule and within Budget	Department Heads participate in disaster roundtable exercise 10-21-14.
	3b. Develop a City-wide emergency safety and evacuation plan in the event of power outage, technological failure or natural or man-made disasters to as not to 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	On schedule and within Budget	Tracy Unified completed 9-1-13. School Resource Officer to reach out to Jefferson School District.
		3.b.2 Update and implement City's Comprehensive Emergency Response Plan.	A. Kellogg L. Mejia	7/1/15	On schedule and within Budget	Draft completed. Participating citywide in Great California ShakeOut 10-16-14.
<b>4. Reduce the number of major injury collisions</b>	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	On schedule and within Budget	Program presented by Student Resource Officer and Traffic Officer to Kimball High School 10-1-14. Working on schedule with Tracy High School and West High School.
		4.a.2 Social media announcements, at community events, and to schools through the School Resource Officers.	O. Lopez L. Infante	6/15/14	On schedule and within Budget	PSA program established.
		4.a.3 Distribute traffic safety awareness literature at Tracy Bean Festival, Safety Fair & Juneteenth celebration.	O. Lopez L. Infante	9/30/13	On schedule and within Budget	Completed. This will be a re-occurring goal each year.

-  On schedule and within Budget
-  Behind schedule or exceeding Budget
-  Stopped - No Progress

ATTACHMENT A

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
4. Reduce the number of major injury collisions (cont.)	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 deploy resources accordingly.	O. Lopez K.Ysit	2/28/14		Locations have been identified by Crime Analysis. On-going.

-  On schedule and within Budget
-  Behind schedule or exceeding Budget
-  Stopped - No Progress

ATTACHMENT B



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, business mix 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		Completed
		1.a.2 Develop new participant evaluation forms geared towards ascertaining outputs, programming effectiveness and participant demographics	M. Gutierrez	10/31/13		Completed
		1.a.3 Develop quarterly reports on arts education and recreation participant trends using ActiveNet software.	L. Rocha/ L. Johnston	12/31/13		Ongoing/quarterly
	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	6/30/14		Ongoing
		1.b.2 Research cities with comparable demographics for programming trends and service improvements.	J. Correl/ E. Sayre	4/30/14		Completed
		1.b.3 Create and recommend a list of alternative programming based on social and culturally relevant demographic trends.	E.Sayre/ J.Correl	8/30/14		Completed/ongoing

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress

ATTACHMENT B

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

-  On schedule and within Budget
-  Behind schedule or exceeding Budget
-  Stopped - No Progress




ATTACHMENT B

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	<b>2b.</b> Explore public-private facility initiatives geared towards a multi-use facility.	<b>2.b.1</b> Inventory current facility partnerships throughout the city.	B. MacDonald	12/31/14		In progress
		<b>2.b.2</b> Determine additional needs and demands based on trends, parks masterplan, programming and surveys.	B. MacDonald	7/30/14		In progress
		<b>2.b.3</b> Solicit partnerships for naming rights of Legacy Fields	B. MacDonald	2/28/15		In progress
		<b>2.b.4</b> Research funding opportunities for facility usage improvements and partnerships.	K. Baydoun/ B. Nguyen	1/30/15		In progress. CDBG funding is being used for ADA improvements at City Hall and the support services building.
	<b>2c.</b> Implement facility and class software improvement recommendations to sync, facility rentals, class enrollments and cultural arts needs.	<b>2.c.1</b> Schedule software demonstrations with the industry predominate vendors.	L. Serrano	8/30/13		Completed
		<b>2.c.2</b> Prepare and open an RFP for new class software in accordance with all programming needs.	V. Carrera	12/31/13		Completed
		<b>2.c.3</b> Finalize purchase agreement; maintenace expectations and software installation schedule with website integration.	B. MacDonald	3/30/14		Completed
		<b>2.c.4</b> Coordinate staff trainings on new software and community friendly options.	B. MacDonald	8/30/14		In progress

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress

ATTACHMENT B

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
<b>3. Cultivate community engagement through digital and traditional means</b>	<b>3a.</b> Develop a value based marketing and communications plan that bridges the gap between residents, businesses and the city.	<b>3.a.1</b> Identify three target audiences and match two values per audience.	V. Carrera	5/30/14		In progress
		<b>3.a.2</b> Develop consistent city messages highlighting value.	V. Carrera	6/30/14		Ongoing
		<b>3.a.3</b> Create marketing visuals for each target audience using tech tools and direct marketing.	L. Johnston	7/31/14		Ongoing
		<b>3.a.4</b> Write a communications plan for distributing marketing materials to each target audience.	V. Carrera	1/30/15		In progress
	<b>3b.</b> Implement an on-line citizen engagement plug-in to the website that allows residents to share ideas, and digitally interact with City Council.	<b>3.b.1</b> Schedule software demonstrations with the citizen engagement vendors; granicus, peak democracy, mindmixer, civicplus.	M. Gutierrez	7/31/13		Completed
		<b>3.b.2</b> Distribute survey to current users of engagement software and compile results in a SWOT matrix.	M. Gutierrez	7/31/13		Completed
		<b>3.b.3</b> Perform a cost benefit analysis and management recommendation of citizen engagement tool.	M. Engen	2/28/14		Completed
		<b>3.b.4</b> Finalize agreement with vendor and intergrate software into web site.	M. Engen	3/30/14		On Hold. Staff is combining the use of existing systems to achieve Goal 3, which is to cultivate community engagement through digital and traditional means.

-  On schedule and within Budget
-  Behind schedule or exceeding Budget
-  Stopped - No Progress

ATTACHMENT B

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	<b>3c.</b> Explore media partnerships with local news agencies to feature or provide column space for city news, editorials and information.	<b>3.c.1</b> Create a digital press kit with: general city overview, bios, FAQs, annual themes, pictures, highlight, news coverage, contact info.	J. Correl	2/28/14		In progress
		<b>3.c.2</b> Identify media partners and general company info: circulation, publication frequency, press deadlines, editorial staff, journalist for Tracy.	L. Smith	2/28/14		Completed
		<b>3.c.3</b> Coordinate and host media receptions.	V. Carrera	11/30/14		In progress
<b>4. Coordinate community outreach with all strategic priority teams</b>	<b>4a.</b> Implementation of an electronic communication strategy to enhance communication, transparency and engagement.	<b>4.a.1</b> Identify department representatives and potential uses of an e-subscription service.	M. Spade	5/30/13		Completed
		<b>4.a.2</b> Create design templates and language use guide for all e-subscription outputs.	M. Gutierrez L. Johnston	7/30/13		Completed
		<b>4.a.3</b> Facilitate user trainings and open labs for consistent communication.	M. Spade	8/30/13		Completed
		<b>4.a.4</b> Launch e-subscription service.	M. Spade	3/30/14		Completed
	<b>4b.</b> Assist Public Safety strategy team with goal 1, objective 2, and the Economic Development team with goal 2, objective 2	<b>4.b.1</b> Gather current printed and electronic material used for public education and information.	V. Mendoza	3/30/14		Completed
		<b>4.b.2</b> Review and recommend changes to material.	V. Carrera	6/30/14		Completed
		<b>4.b.3</b> Calendar opportunities and promote social media presence of material and events.	V. Carrera	7/31/13		Ongoing
		<b>4.b.4</b> Develop communications plan for promoting public safety and special events.	L. Mejia K. Scarlata	4/30/14		In progress

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress



# ATTACHMENT C



## ECONOMIC DEVELOPMENT STRATEGY

### FY 13/15 BUSINESS PLAN

**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
<b>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.</b>	<b>1a.</b> Focus business recruitment efforts on our identified Target Industries, including: <i>Medical Equipment &amp; Supplies, Food Processing, Renewable Resources &amp; Technology, Manufacturing, Backroom Office &amp; Information Technology</i>	<b>1.a.1</b> Develop a short list of companies within target industries to focus business attraction efforts.	A. Malik Consultant	12/2013		
		<b>1.a.2</b> Develop and implement a marketing and outreach plan to include quarterly newsletters, broker tours, co-op advertising, site visits, etc.	A. Mendes	6/2014		
		<b>1.a.3</b> Attend 4 tradeshows annually focused on outreach and recruitment of businesses within target industries.	A. Mendes	6/2015		
		<b>1.a.4</b> Work with the San Joaquin Partnership to leverage regional economic development efforts (i.e. tradeshows, CCC meetings, recruitment efforts, etc.).	A. Mendes	6/2015		

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress

## ATTACHMENT C

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	<b>1b.</b> Foster relationships with the existing business community to support the overall upgrade and expansion of employment opportunities.	<b>1.b.1</b> Develop a Business System to formally recognize companies in Tracy (i.e. top employers, top sales tax, expansions, etc.).	B. Harb	08/2014		
<b>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. (continued)</b>	<b>1b.</b> Foster relationships with the existing business community to support the overall upgrade and expansion of employment opportunities. (cont. from previous page)	<b>1.b.2</b> 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	8/2014		
		<b>1.b.3</b> 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	8/2014		
		<b>1.b.4</b> 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		

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress

## ATTACHMENT C

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	<b>1c.</b> Continuously review and improve the streamline permit process and ensure quality infrastructure to meet future development needs.	<b>1.c.1</b> 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		
<b>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. (continued from previous page)</b>	<b>1c.</b> Continuously review and improve the streamline permit process and ensure quality infrastructure to meet future development needs. (continued)	<b>1.c.2</b> 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		
		<b>1.c.3</b> 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		

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress

## ATTACHMENT C

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 2.a.1.), and competitive supply.	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		

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress

## ATTACHMENT C

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
		<b>2.a.4</b> 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		
<b>2. Attract retail and entertainment uses that offer residents quality dining, shopping and entertainment experiences. (continued)</b>	<b>2b.</b> Increase the entertainment and recreational opportunities and events that draw people into Tracy.	<b>2.b.1</b> 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		
		<b>2.b.2</b> 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		
	<b>2c.</b> Collaborate with and support the Tracy City Center Association (TCCA) in an effort to increase the drawing power of the downtown.	<b>2.c.1</b> 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		
		<b>2.c.2</b> Partner with the Tracy Chamber of Commerce and TCCA to launch a Shop Local Campaign for the holiday season(s).	A. Mendes	12/2013		

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress

## ATTACHMENT C

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
		<b>2.c.3</b> Secure successful development partner/tenant(s) for the Westside Market building.	S. Claar	6/2014		
<b>3. Support a higher education presence in Tracy.</b>	3a. Research and collect supportive data to demonstrate the regional demand for higher education.	<b>3.a.1</b> 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		
		<b>3.a.2</b> 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		
		<b>3.a.3</b> 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		

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress

## ATTACHMENT C

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
	<b>3b.</b> Identify potential higher education partners and begin marketing and outreach efforts to encourage the development of programming in Tracy.	<b>3.b.1</b> 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		The City has identified and is actively engaged with a private university.
<b>3. Support a higher education presence in Tracy. (continued)</b>	3b. Identify potential higher education partners and begin marketing and outreach efforts to encourage the development of programming in Tracy. (continued)	<b>3.b.2</b> 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		The City has identified and is actively engaged with a private university with the goal of having an actual physical location in Tracy.
	<b>3c.</b> Partner with the current university recruitment group in educating the Tracy community on the assessment and possible benefits of higher education in Tracy.	<b>3.c.1</b> Coordinate educational meetings to review and discuss the consultants capacity analysis.	V. Carrera	2/2014		
		<b>3.c.2</b> Develop and implement a communication and outreach strategy to promote the importance and benefits associated with higher education in the community.	V. Carrera	9/2014		
<div style="display: flex; align-items: flex-start; gap: 10px;"> <div style="width: 15px; height: 15px; background-color: green; margin-bottom: 5px;"></div> <span>On schedule and within Budget</span> </div> <div style="display: flex; align-items: flex-start; gap: 10px;"> <div style="width: 15px; height: 15px; background-color: yellow; margin-bottom: 5px;"></div> <span>Behind schedule or exceeding Budget</span> </div> <div style="display: flex; align-items: flex-start; gap: 10px;"> <div style="width: 15px; height: 15px; background-color: red; margin-bottom: 5px;"></div> <span>Stopped - No Progress</span> </div>						

## ATTACHMENT C

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
<b>4. Position Tracy as the preferred location for start-up companies and entrepreneurial investment.</b>	<b>4a.</b> 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.	<b>4.a.1</b> Partner with the San Joaquin Angel Network (local Venture Capital group) to identify and grow start-up companies.	A. Malik	6/2015		
		<b>4.a.2</b> Attend the <del>Tracy Chamber Entrepreneurs Group meetings,</del> and Altamont Cowork events to gain a better understanding of local entrepreneurs' needs.	A. Mendes	6/2015		

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress



## ATTACHMENT C

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
<b>4. Position Tracy as the preferred location for start-up companies and entrepreneurial investment. (continued from previous page)</b>	<b>4b.</b> Attract start-up companies and entrepreneurs from the Silicon Valley and Bay Area region.	<b>4.b.1</b> 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		
		<b>4.b.2</b> Develop an incentive program that encourages high-technology companies to locate in Tracy. <del>Locate potential office building(s)/space(s) for Tracy's entrepreneur program and work with property owner(s) to negotiate favorable lease terms.</del>	A. Malik Consultant	12/2013		High-Tech Incentive Program adopted by City Council on November 5, 2013.
		<b>4.b.3</b> Attend two (2) industry trade shows focused on outreach and recruitment of entrepreneurs and start-up companies.	A. Malik	6/2015		

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress

ATTACHMENT D



GOVERNANCE STRATEGY      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
<b>1. Further develop an organization that attracts, motivates, develops and retains a high quality, engaged, informed and high performing workforce.</b>	<b>1a.</b> Identify outreach opportunities to promote Tracy as a desirable place to work.	<b>1.a.1</b> Contact each department to obtain their current outreach information.	Courtney Bell	8/31/2013	On schedule and within Budget	Completed
		<b>1.a.2</b> Compile outreach information into 2 documents: Email list and hard copy mailing list.	Courtney Bell	9/30/2013	On schedule and within Budget	Completed
		<b>1.a.3</b> Identify costs associated with each outreach opportunity.	Courtney Bell	10/31/2013	On schedule and within Budget	Completed
		<b>1.a.4</b> Post document Citywide on the intranet.	Courtney Bell	10/31/2013	On schedule and within Budget	Completed
		<b>1.a.5</b> Assign a department to maintain the list annually.	Courtney Bell	10/31/2013	On schedule and within Budget	Completed/Ongoing
	<b>1b.</b> Affirm organizational values.	<b>1.b.1</b> Create a survey to assess employee perception of City values.	Ed Lovell Dave Bramell	9/30/2013	On schedule and within Budget	Completed
		<b>1.b.2</b> Determine method to collect responses.	Ed Lovell Dave Bramell	10/31/2013	On schedule and within Budget	Completed
		<b>1.b.3</b> Collect and analyze data.	Ed Lovell Dave Bramell	11/30/2013	Behind schedule or exceeding Budget	In Process/Initial data collected Finalizing Analysis
		<b>1.b.4</b> Provide results and recommendations.	Ed Lovell Dave Bramell	12/31/2013	Behind schedule or exceeding Budget	In Process

- On schedule and within Budget
- Behind schedule or exceeding Budget
- Stopped - No Progress

ATTACHMENT D

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		Completed
		1.c.2 Analyze Tracy Performance Academy participant surveys and report findings.	Ed Lovell	Quarterly		Completed/Ongoing
		1.c.3 Work with Leadership Development Team to ensure continued promotion and enrollment in the Tracy Performance Academy.	Ed Lovell	Ongoing		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 Harmon	7/31/2013		Completed
		2.a.2 Hold a Council workshop to present findings and outline current status of Tracy.	Jenny Haruyama	9/15/2013		Completed
		2.a.3 Develop a policy based on Council input.	Jenny Haruyama	10/15/2013		Completed
		2.a.4 Implement City Council direction.	Jenny Haruyama	11/15/2013		Completed Approved by Council 8/19/14
	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		Completed/Ongoing Approved by Council 1/7/14
		2.b.2 Review all upcoming contracts for opportunities to reduce expenditures and rebid when beneficial.	Jenny Haruyama	6/30/2015 Ongoing		Ongoing
		2.b.3 Use a sales tax consultant to audit all fulfillment centers in Tracy.	Jenny Haruyama	6/30/2015		In Process
	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		In Process

-  On schedule and within Budget
-  Behind schedule or exceeding Budget
-  Stopped - No Progress

ATTACHMENT D

Goal	Objective	Action/Tasks	Lead Staff	Due Date	Status	Comments
<b>3. Identify technological resources to promote communication, enhance city services, and promote organizational productivity.</b>	<b>3a.</b> Develop IT policy guidelines to coordinate and streamline the implementation of new software/hardware.	<b>3.a.1</b> Survey other cities for IT purchasing and implementation policies.	Courtney Bell	10/15/2013	Completed	Completed
		<b>3.a.2</b> Develop a final policy based on Tracy's needs.	Carlo	1/31/2014	In Process	In Process
		<b>3.a.3</b> Establish system purchasing controls.	Carlo	1/31/2014	In Process	In Process
		<b>3.a.4</b> IT policy distributed to all departments.	Courtney Bell	1/31/2014	In Process	In Process
	<b>3b.</b> Implement productivity initiatives to improve organizational effectiveness.	<b>3.b.1</b> Make contact with each department and assign a technology liaison.	Carlo Fanto	8/31/2013	Completed	Completed
		<b>3.b.2</b> Meet with each liaison to provide a scope of the task.	Carlo Fanto	9/30/2013	Completed	Completed
		<b>3.b.3</b> Liaisons meet with their department to discuss technology improvements.	Carlo Fanto	11/30/2013	Completed	Completed
		<b>3.b.4</b> Compile list of ideas from each department and analyze.	Carlo Fanto	1/31/2014	Completed	Completed
		<b>3.b.5</b> Prioritize list and provide recommendations.	Carlo Fanto	1/31/2014	Completed	Completed
	<b>3c.</b> Begin implementation of Enterprise Resource Planning software.	<b>3.c.1</b> Determine the minimum requirements for the system and issue RFI to vendors.	Robert Harmon	7/31/2013	Completed	Completed
		<b>3.c.2</b> 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 Harmon	9/30/2013	Completed	Completed
		<b>3.c.3</b> Selection of vendor and on-site reference visits.	Robert Harmon	10/31/2013	Completed	Completed
		<b>3.c.3</b> Contract negotiations with the preferred vendor and begin implementation.	Robert Harmon	11/30/2013	Completed	Completed Contract approved 5/20/14 Implementation underway



# SAN JOAQUIN PARTNERSHIP

A Private Non-Profit Economic Development Corporation Serving San Joaquin County

## MEMORANDUM

DATE: December 3, 2014  
TO: Community Coordination Committee Members  
FROM: Shelley Burcham, VP Client Services  
RE: San Joaquin County Land and Building Survey Results

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The San Joaquin Partnership recently conducted a survey to assess the available inventory of buildings and land sites for developer investment and/or attraction of new or expanding companies to the San Joaquin County region.

With the downturn of the economy, industrial and commercial office inventory was abundant and new construction was severely depressed. However, the region is beginning to recover with businesses absorbing available building space and the return of new construction of industrial development.

This study provides a snapshot comparison of San Joaquin County and its incorporated cities' existing, planned and future real estate capabilities to grow, retain and attract commercial and industrial users. It is not meant to dictate growth percentages, but to encourage discussion amongst community leaders to assess their city's ability to compete for job developing projects.

This information was presented at the November meeting of the San Joaquin Partnership Board of Directors. Several board members expressed interest in having the findings of this survey presented to their respective City Councils and/or Planning Commissions. If you would like the Partnership to present this vital topic to your community leaders, please contact Jan Klevan at 209-956-3380 to schedule a date.

*Attachments*

# Available Building Survey – San Joaquin County

Total Existing Building Available Square Footage by Community

**AVAILABLE BUILDING SURVEY - SAN JOAQUIN COUNTY**

**SAN JOAQUIN PARTNERSHIP**  
A Private Non-Profit Economic Development Corporation

Sorted By Total Existing Building Square Footage Available

November 20, 2014

Existing Building Square Footage Available					Largest Available Buildings
	<u>Industrial</u>	<u>Commercial</u>	<u>Total</u>	<u>% of Total</u>	
Stockton	6,828,719	1,144,684	7,973,403	62.7%	750,560 sf - NorCal Logistics Center
Lathrop	1,906,361	40,126	1,946,487	15.3%	1,000,000 sf - Pilkington
County (Un_Inc.)	1,224,951	-	1,224,951	9.6%	143,960 sf - Brandt Road
Tracy	1,001,378	49,560	1,050,938	8.3%	386,289 sf - Stonebridge Ind. Park
Manteca	393,260	18,818	412,078	3.2%	166,417 sf - Spreckels Ave.
Lodi	114,674	-	114,674	0.9%	57,400 sf - 1300 E. Victor Road
Ripon	-	-	-	0.0%	
Escalon	-	-	-	0.0%	
	11,469,343	<u>1,253,188</u>	12,722,531		

Note: Includes only buildings with 5,000 square feet available or higher.

Source: San Joaquin Partnership Real Estate Database

Though information is from reliable sources and deemed accurate, the San Joaquin Partnership does not guarantee its accuracy and encourages you to conduct your own analysis.

# Available Building Survey – San Joaquin County

Largest Five Buildings by Community



## Five Largest Building PE Jurisdiction

Stockton

### INDUSTRIAL

avail_sf	street_no	street_dir	street_name	park_dev
750560	4650		Newcastle Road	NorCal Logistics Center
500000			Rough & Ready Island Estimate	Port of Stockton - West Complex
443640	1030		Runway Drive	Airport Gateway Center
275660	3200	E.	Eight Mile Road	Cannery Business Park
211680	340		Port Road 22	Port of Stockton - East Complex

Tracy

### INDUSTRIAL

avail_sf	street_no	street_dir	street_name	park_dev
386289	1820	N.	MacArthur Dr.	Stonebridge Industrial Park
173262	2020	N.	MacArthur Drive	Stonebridge Industrial Park
151852	2000	N.	Chabot Court - Bldg #1	Northeast Industrial Area - Phase I
113715	1830	N.	MacArthur Drive	Stonebridge Industrial Park
89990	1050	E.	Grant Line Rd.	Stonebridge Industrial Park

Lathrop

### INDUSTRIAL

avail_sf	street_no	street_dir	street_name	park_dev
1000000	500	E.	Louise Ave	Pilkington North Amercia
271075	401		Nestle Way	Crossroads Commerce Center
145229	11960		Harlan Road	California Logistics Centre
131200	11900		Harlan Road, Bldg. B	California Logistics Centre
129333	619		Nestle Way	Crossroads Commerce Center

Unincorp

### INDUSTRIAL

avail_sf	street_no	street_dir	street_name	park_dev
143960	12101	E.	Brandt Road	No Park Listed
113450	20500		Holly Drive	Holly Commerce Center
100000	1195	N.	Gertrude Avenue	No Park Listed
97470	1641	E.	Citation Street	Air Metro Business Park
75328	3001	N.	Navone Road	Fairchild Industrial Park

Manteca

### INDUSTRIAL

avail_sf	street_no	street_dir	street_name	park_dev
166417	900		Spreckels Avenue	Spreckels Park
57329	555		Industrial Park Drive	Manteca Industrial Park
43397	2301	W.	Louise Ave. Bldg. D	Pacific Business Park
42988	1475		Moffat Blvd., Bdg A	No Park Listed
35400	1192		Vanderbilt Circle	Manteca Industrial Park

## Five Largest Building PE Jurisdiction

Lodi

### INDUSTRIAL

avail_sf	street_no	street_dir	street_name	park_dev
57400	1300	E.	Victor Road	Beckman Industrial Area
24200	880	S.	Beckman Road	Beckman Industrial Area
21040	248	E.	Kettleman Lane	No Park Listed
7034	730	S.	Beckman Road - Suite A	Beckman Industrial Area
5000	1355	E.	Lodi Ave.	No Park Listed

Ripon

### INDUSTRIAL

avail_sf	street_no	street_dir	street_name	park_dev
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None

Escalon

### INDUSTRIAL

avail_sf	street_no	street_dir	street_name	park_dev
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None

# Available Land Survey – San Joaquin County

Total Acreage Available by Community

Sorted by: Existing, Planned & Future

**AVAILABLE LAND SURVEY - SAN JOAQUIN COUNTY**

**SAN JOAQUIN PARTNERSHIP**  
A Private Non-Profit Economic Development Corporation

Sorted By Total Acreage Available

November 20, 2014

	<u>Population</u>	<u>% of Total</u>	<b>Acreage Available</b>				<u>Total</u>	<u>% of Total</u>
			<u>Existing</u>	<u>Planned</u>	<u>Future</u>			
Stockton	300,899	42.3%	1,738	1,277	2,626	5,641	34.9%	
Tracy	85,146	12.0%	2,380	335	1,115	3,830	23.7%	
Lathrop	19,831	2.8%	449	1,139	381	1,969	12.2%	
Ripon	14,855	2.1%	257	74	976	1,307	8.1%	
County (Un_inc)	146,146	20.6%	1,042	121	50	1,213	7.5%	
Lodi	63,651	9.0%	161	-	1,024	1,185	7.3%	
Manteca	72,880	10.3%	830	14	-	844	5.2%	
Escalon	7,323	1.0%	-	187	-	187	1.2%	
	<u>710,731</u>		<u>6,857</u>	<u>3,147</u>	<u>6,172</u>	<u>16,176</u>		

Source: State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2013 and 2014. Sacramento, California, May 2014

Source: San Joaquin Partnership Real Estate Database

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**AVAILABLE LAND SURVEY - SAN JOAQUIN COUNTY**

**SAN JOAQUIN PARTNERSHIP**  
A Private Non-Profit Economic Development Corporation

Sorted By Existing Acreage Available

November 20, 2014

			Acreage Available					
	<u>Population</u>	<u>% of Total</u>	<u>Existing</u>	<u>Planned</u>	<u>Future</u>	<u>Total</u>	<u>% of Total</u>	
Tracy	85,146	12.0%	2380	335	1115	3,830	23.7%	
Stockton	300,899	42.3%	1738	1277	2626	5,641	34.9%	
County (Un_inc)	146,146	20.6%	1042	121	50	1,213	7.5%	
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	710,731		6,857	3,147	6,172	16,176		

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**AVAILABLE LAND SURVEY - SAN JOAQUIN COUNTY**

**SAN JOAQUIN PARTNERSHIP**  
A Private Non-Profit Economic Development Corporation

Sorted By Planned Acreage Available

November 20, 2014

	<u>Population</u>	<u>% of Total</u>	<b>Acreage Available</b>				<u>Total</u>	<u>% of Total</u>
			<u>Existing</u>	<u>Planned</u>	<u>Future</u>			
Stockton	300,899	42.3%	1738	1277	2626	5,641	34.9%	
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Source: San Joaquin Partnership Real Estate Database

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**AVAILABLE LAND SURVEY - SAN JOAQUIN COUNTY**

**SAN JOAQUIN PARTNERSHIP**  
A Private Non-Profit Economic Development Corporation

Sorted By Future Acreage Available

November 20, 2014

**Availability of Land Acreage****Acreage Available**

	<u>Population</u>	<u>% of Total</u>	<u>Existing</u>	<u>Planned</u>	<u>Future</u>	<u>Total</u>	<u>% of Total</u>
Stockton	300,899	42.3%	1738	1277	2626	5,641	34.9%
Tracy	85,146	12.0%	2380	335	1115	3,830	23.7%
Lodi	63,651	9.0%	161	0	1024	1,185	7.3%
Ripon	14,855	2.1%	257	74	976	1,307	8.1%
Lathrop	19,831	2.8%	449	1139	381	1,969	12.2%
County (Un_inc)	146,146	20.6%	1042	121	50	1,213	7.5%
Escalon	7,323	1.0%	0	187	0	187	1.2%
Manteca	72,880	10.3%	830	14	0	844	5.2%
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	710,731		6,857	3,147	6,172	16,176	

Source: State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2013 and 2014. Sacramento, California, May 2014  
Source: San Joaquin Partnership Real Estate Database

Though information is from reliable sources and deemed accurate, the San Joaquin Partnership does not guarantee its accuracy and encourages you to conduct your own analysis.