

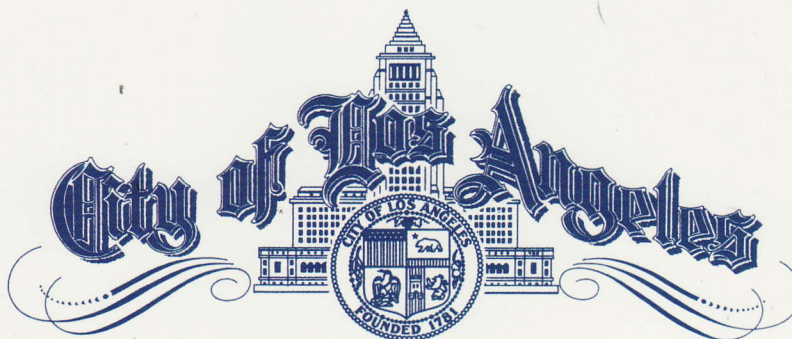
Economic Alliance

of the San Fernando Valley



Partnerships for Progress

An Economic Strategy for the San Fernando Valley



CITY HALL
LOS ANGELES, CALIFORNIA 90012
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OFFICE OF THE MAYOR

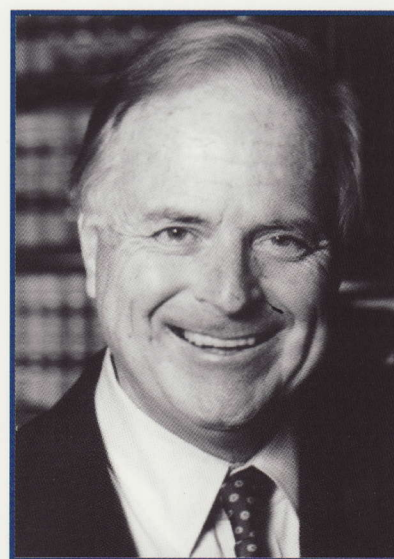
RICHARD J. RIORDAN
MAYOR

Dear Friends:

Congratulations to the Economic Alliance of the San Fernando Valley on the successful completion of your strategic action plan for the San Fernando Valley's future economic growth and development.

Participants in this ambitious private-public partnership should be commended for their dedication and efforts. You are an active partnership that values commitment and action - something we need more of. It is gratifying to see the many different communities of the San Fernando Valley join together to pursue in partnership the solutions to our regional needs. The San Fernando Valley is an economic driver in Los Angeles, and will continue to reflect and define the economic potential for all of Los Angeles.

As we look forward to working together in the months and years ahead to achieve the goals set forth in this report, we remain committed to making the San Fernando Valley, and the City of Los Angeles, the most competitive and desirable location to work and live. Thank you for your time and leadership, you are a proud example to us all.



PARTNERSHIPS FOR PROGRESS

An Executive Summary of the Valley Strategic Plan

Prepared for:

The Economic Alliance of the San Fernando Valley

Prepared by:

SRI International

Valley Economic Development Center

Economics Research Associates

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The Economic Alliance of the San Fernando Valley is a collaboration of the following partners:

United Chambers of Commerce (UCC)

The United Chambers of Commerce of the San Fernando Valley is comprised of the 21 chambers in the Valley which, in turn, represent approximately 6,200 businesses. Founded in 1977, UCC provides a unified voice on important issues that affect Valley businesses in areas such as legislation, transportation, development and education. UCC takes pride in providing Valley-wide leadership on such matters as earthquake relief, the east-west rail line, split-up of the Los Angeles Unified School District, community re-development and other issues.

Valley Industry and Commerce Association (VICA)

The Valley Industry and Commerce Association is a non-profit business organization consisting of 435 corporate members and affiliates, employing more than 250,000 people in the greater San Fernando Valley and its surrounding communities. Since 1949, VICA has served to articulate business' agenda to elected officials and the public in an effort to retain and encourage the economic vitality of the region.

Valley Economic Development Center (VEDC)

The Valley Economic Development Center, Inc. is a community-based, private, non-profit corporation that provides management and technical assistance, training and financing to small businesses. VEDC is the largest provider of small business assistance in California assisting over 10,000 businesses last year. VEDC was instrumental in providing over \$90 million in Small Business Administration (SBA) loans to local business owners after the January 17 quake and helped create and save a total of 8,466 Valley jobs in the past two years. VEDC's Entrepreneurial Training program alone has created 225 full-time and 100 part-time jobs and won the award from the City of Los Angeles for the best economic program in Los Angeles.

California Industrial Leadership Council (CILC)

The California Industrial Leadership Council is a non-profit organization composed of more than 1,000 small and mid-sized manufacturers. This broad-based industrial coalition is an activist on behalf of the special concerns of California's 48,000 small manufacturers and is recognized as "The United Voice of the Small Manufacturer."

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EXECUTIVE SUMMARY

► **A large and diverse economy . . .**

The San Fernando Valley is a large and diverse economy, supported by a resilient population that has used the opportunities offered each generation to add to the region's economic strength. The Economic Alliance is now defining a strategy that builds on the region's strengths in entertainment, technology, and information services to create a stronger economy for the future.

► **Undergoing fundamental industry change . . .**

A new strategy is needed to support the changing structure of Valley industry. Entertainment has replaced aerospace as the Valley's leading source of job growth, while competitive advantages have shifted from manufacturing to information services. The Valley's economic future now depends on creating networks of knowledge-based businesses that can compete in global markets.

► **That challenges both businesses and communities . . .**

Changes in the structure of industry create new challenges for the Valley's workforce and put a premium on business retention and support of small businesses. Quality of life in Valley communities and relationships between government and business will also determine the Valley's economic future. Born in response to the challenge of the 1994 Northridge earthquake, the Economic Alliance of the San Fernando Valley is now preparing to meet the Valley's economic challenges.

► **Has formed an unprecedented coalition . . .**

Consisting of an unprecedented coalition of partnerships, the Economic Alliance provides leverage for the business and community organizations in the Valley. The Alliance can use the power of its partnerships to strengthen local industry foundations, provide a common voice on Valley issues, and create new resources with which to build the future.

► **Built around partnership strategies . . .**

The Alliance has defined a comprehensive structure and partnership strategies to address the Valley's new challenges. In partnership with schools, business can help students prepare for new opportunities. In partnership with government, business can help develop policies to retain existing businesses and improve conditions for industry growth. In partnership with local communities and merchants, business can contribute to improving the quality of life for Valley residents.

► **To create an exciting new future. Will you take part?**

Volunteers from a long list of Valley organizations have worked for nearly a year to define this strategy and plan these initiatives to revitalize the Valley. The Alliance invites you to join with other business and community leaders to turn these plans into actions and achievements.

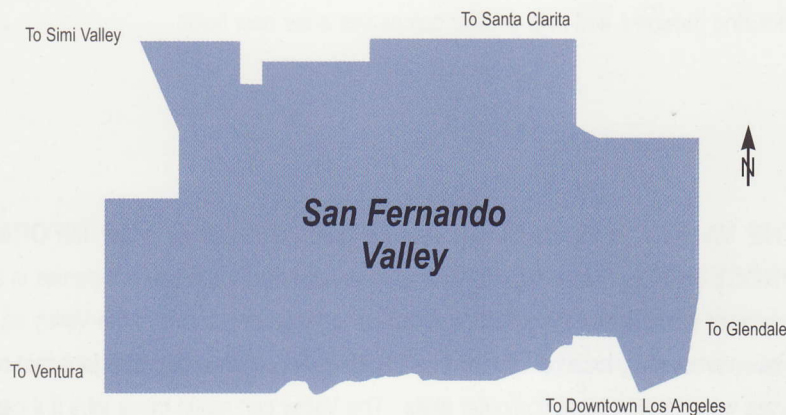
"The Economic Alliance of the San Fernando Valley demonstrates that the ongoing Commerce Department initiative of creating successful public/private partnership provides valuable assistance in achieving the goal of economic development in the region. Spearheaded by the business community and using the policy and legislative experience of government leaders, the strategic plan developed by this partnership allows the region to concentrate on opportunities for future growth.

"This strategic plan provides the communities of the San Fernando Valley the opportunity to rethink their approach towards economic recovery, to plan beyond earthquake rebuilding and to create new opportunities and new linkages to the industries that will be the basis for a better and stronger region after the earthquake. I am pleased that the U.S. Department of Commerce was able to fund the development of this plan. I look forward to working with the Economic Alliance to seek equally innovative ways to implement the action items in this important strategic plan."

Ronald H. Brown
Secretary of Commerce
United States of America

THE SAN FERNANDO VALLEY: YESTERDAY, TODAY, AND TOMORROW

Home to over 1.3 million people and nearly 60,000 businesses, the San Fernando Valley would be the fifth largest U.S. metropolitan region, if most of it were not already part of a larger city. The Valley's workforce contributes much more than its share to the income of Los Angeles. An exceptional transportation network links the Valley to other parts of the economic region and to new opportunities in Latin America and the Pacific Basin. Nevertheless, the mountains that create the San Fernando Valley allow it to retain its own sense of community and character, the foundations on which the Economic Alliance are being built.



"The Economic Alliance of the San Fernando Valley represents the collective involvement of an unprecedented breadth of committed Valley leaders and residents. The business community's early and active participation in this process helps ensure both long-term success for our initiatives, and real world, useful changes for the people this effort is meant to support – our business community and their employees."

Benjamin M. Reznik
Co-Chair
Economic Alliance of the
San Fernando Valley

► **THE VALLEY HAS GROWN IN RESPONSE TO CHANGE.** The people of the San Fernando Valley have proven over and over that they can create new opportunities out of adversity. Once rooted in agriculture, the region's economy has profited from growth in aerospace manufacturing, entertainment, and information services to establish today's diverse economy. Punctuated by the Northridge earthquake and a dramatic restructuring of defense-related sectors, the external challenges now confronting the Valley offer new opportunities for growth.

► **ENTERTAINMENT HAS LONG BEEN A MAIN-STAY OF THE ECONOMY.** Today the Valley's networks of studios, suppliers, and independent professionals are critically important parts of the largest concentration of entertainment employment in the world. The climate and scenery drew movie makers to the San Fernando Valley from the East Coast when the industry was in its infancy. The Valley's development strategy for the future intends to bring together its technical and creative professionals to take advantage of the fusion now occurring between entertainment and information technologies.



"San Fernando Valley businesses have the ability to compete and succeed in the global marketplace we work in. What is needed to drive that success is a framework for providing the necessary support business needs to thrive. I'm proud to be a part of an organization that plans to provide that framework, and I encourage other businesses to partner with the Economic Alliance in order to ensure the long term prosperity of the Valley."

David Honda
Co-Chair
Economic Alliance of the
San Fernando Valley

- ▶ **DEFENSE AEROSPACE COMPANIES CONTRIBUTED TO A LARGE PROFESSIONAL WORKFORCE.** The climate and location also made the Valley a natural location for aircraft manufacturers during World War II. With continued defense growth, the Valley became the home for a high concentration of engineers and scientists, and the location of an extensive network of precision manufacturers to support larger contractors. Today, as the industry restructures in response to reduced defense spending, the highly-educated professionals and specialized small companies are branching into other technology-based fields. The Valley's economic strategy is designed to support its manufacturing networks and help smaller companies enter new fields.

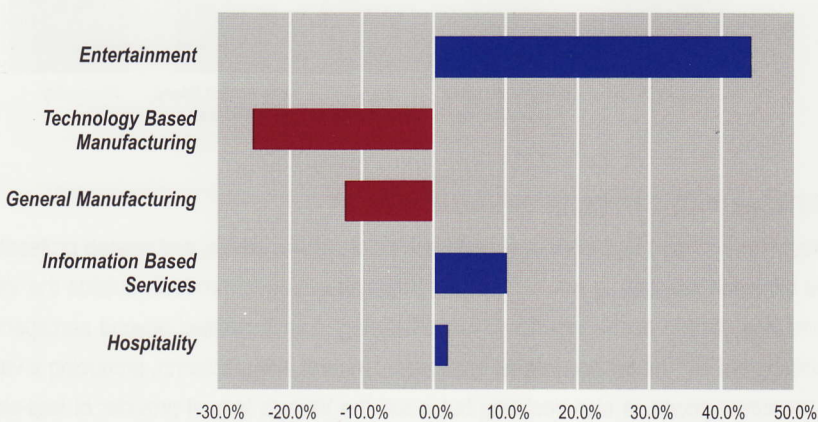
- ▶ **THE VALLEY HAS BECOME AN ATTRACTIVE SITE FOR INFORMATION PROCESSING.** More recently, financial services and insurance companies in search of educated workers and an attractive suburban setting were drawn to the Valley as an information processing location. Today, these businesses continue to create jobs that require literate workers with basic computer skills. The Valley can retain those jobs if it can sustain an educated work force and desirable business environment.

- ▶ **THE VALLEY'S ECONOMIC STRATEGY WILL CREATE NEW OPPORTUNITIES FOR HEALTHY GROWTH.** This document contains the strategy defined by the people comprising the Economic Alliance of the San Fernando Valley to draw from our strengths in response to today's challenges, creating tomorrow's growth for the San Fernando Valley.

AN ECONOMY IN TRANSITION

In response to changes in global markets and local conditions, the industry structure of the Valley is undergoing a fundamental transition from aerospace and manufacturing to entertainment and information services. The hospitality industry and small businesses offer new opportunities to contribute to healthy growth.

Percent Change in Employment of Key Industry Clusters from 1987-92



Source: County Business Patterns, Bureau of the Census

► **ENTERTAINMENT AND INFORMATION ARE DRIVING NEW GROWTH**

Driven by a global appetite for movies, television, and new entertainment technologies, employment in entertainment has exploded in the San Fernando Valley, growing by 44.2% since 1987. Employment in information-based services has grown by 10%.

► **DECLINING DEFENSE SPENDING IS TRANSFORMING MANUFACTURING**

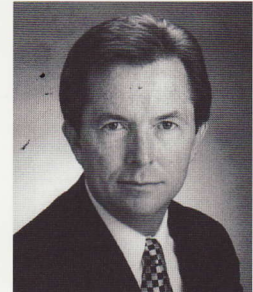
By contrast, cutbacks in defense and aerospace and increasing competitiveness of other regions have caused declines of 24.7% in technology-based product development and 10.8% in general manufacturing.

► **HOSPITALITY HAS NOT KEPT PACE WITH REGIONAL GROWTH**

Employment in hospitality (hotels and restaurants) has grown, but has not kept pace with the rate of hospitality employment growth in the rest of the Greater Los Angeles area.

► **THE VALLEY'S FUTURE DEPENDS ON ITS SMALL BUSINESS**

95% of the businesses in the San Fernando Valley have fewer than 50 employees. As larger companies continue to decrease in employment while increasing their reliance on outside suppliers, the Valley's future will increasingly depend on its small businesses to create new employment opportunities.



"Poised at the edge of the Pacific Rim, the San Fernando Valley continues to gain worldwide recognition for its leadership in the entertainment, information and financial industries. Innovation has always been the hallmark of Valley entrepreneurs, who enjoy their proximity to quality neighborhoods, world-class educational institutions, unparalleled recreational opportunities, and unlimited access to business resources. The Valley is the location of choice for cutting-edge industries and technologies."

Bob Scott

President
Economic Alliance of the
San Fernando Valley

THE EMERGING STRUCTURE OF THE NEW VALLEY

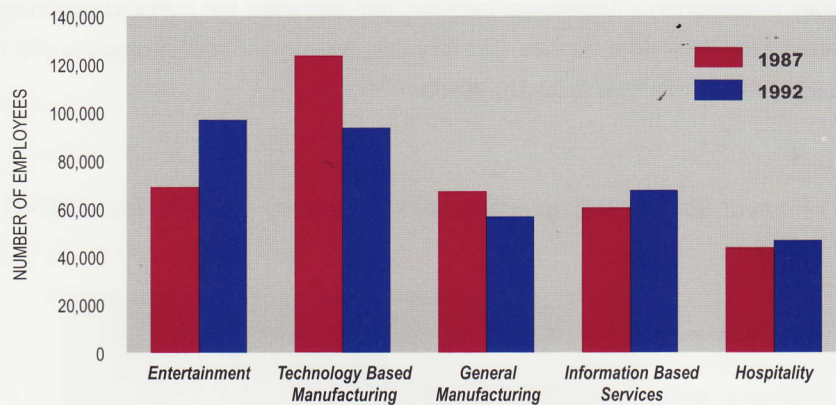


"The Alliance has put together an important strategic plan to serve as a blueprint for the Valley's economic direction and growth.

I commend the community and business leaders who are working to implement these important recommendations for their outstanding work in bringing this report to our attention and for their commitment to ensuring that the Valley is able to continue to compete for new businesses."

Anthony C. Beilenson
United States Congress
24th District

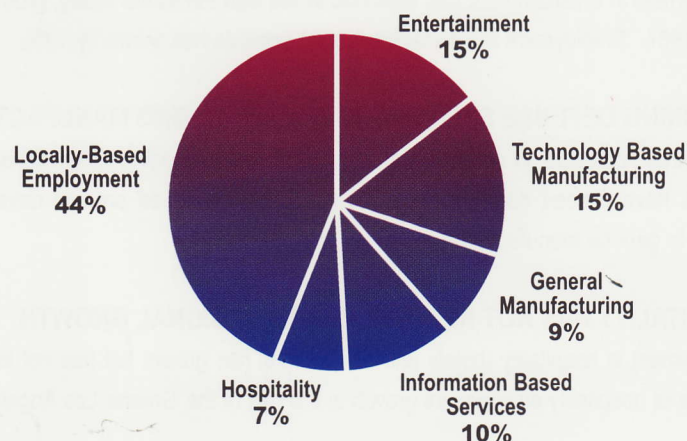
Growth and Decline in Strategic Valley Industries



► CRITICAL INDUSTRIES IN THE NEW VALLEY

Entertainment, including motion pictures, television, theme parks, and related professional and business services, is now the largest employer selling its products outside the Valley. Technology-based development and manufacturing, now diversified beyond aerospace, is declining but still the second largest employer. General manufacturing, producing a variety of consumer goods, is also declining but is still the Valley's largest provider of less-skilled jobs. Information-based services, including financial services, banking, and insurance has become a significant employer, depending on a well-educated clerical workforce.

Employment in the San Fernando Valley Economy



► LOCAL BUSINESSES DEPEND ON COMPETITIVE TRADING INDUSTRIES

These trading industries are strategic because of the wealth they bring into the Valley by selling products and services to other U.S. and international markets. The remaining half of the Valley's employers, including wholesalers, retailers, health care providers, and local services, depends on the vitality of these strategic industries for growth.

CHALLENGES FACING THE NEW VALLEY

Global challenges and the changing nature of Valley industry have created a new set of issues facing businesses. The Economic Alliance strategy project defined significant issues in five areas.

► PREPARING A CHANGING WORKFORCE FOR NEW OPPORTUNITIES

New job opportunities in entertainment, manufacturing, and information-processing require strong basic education skills as well as work-based training; students graduating or leaving local high schools are not adequately prepared to meet these requirements.

► BOTH IMAGE AND REALITY INFLUENCE BUSINESSES

Changing local conditions, growing competitiveness of other regions, and a general image of declining support for business have combined to encourage businesses, especially product developers and manufacturers, to look elsewhere for new locations or expansion.

► STARTING AND GROWING SMALL BUSINESSES

The growth in entertainment, manufacturing, and information industries is increasingly based on the development of small, entrepreneurial businesses. Lack of access to advice, financing, and other support, as well as challenging government regulations and procedures, make it particularly difficult to start small businesses in the Valley.

► IMPROVING CONDITIONS IN VALLEY COMMUNITIES

Communication gaps between homeowner groups and Valley businesses, as well as perceptions of declining community business districts and growing crime, vandalism, and personal security, combine to undermine the Valley's quality of life and attractiveness to business.

► DOING BUSINESS WITH THE GOVERNMENT

Difficulties in doing business with the government, such as lack of accessibility, regulatory confusion, and legal challenges to small business, are viewed as significant costs to doing business in Los Angeles, in addition to high taxes and other direct costs. These issues are further amplified by the Valley's lack of organized influence on City and State government processes.



"The Economic Alliance of the San Fernando Valley continues to play an integral role in leading the valley's economic direction and growth. This public-private partnership has succeeded in charting an effective course that will re-establish the valley's competitive edge."

Howard "Buck" McKeon
United States Congress
25th District

STRATEGIC PLANNING FOR VALLEY'S FUTURE



"The Economic Alliance's Strategic Economic Development Plan identifies some important steps that can be taken to re-establish the San Fernando Valley as a center of world-class business activity. The planning process generated unprecedented cooperation among the Valley's finest economic development and business organizations, a fact that bodes well for the plan's successful implementation."

Howard L. Berman

United States Congress
26th District

Partnerships for Progress is a Valley-wide economic strategic plan produced by a business-led partnership with the community and government, as never before created in the Valley. Business and community organizations formed the Economic Alliance of the San Fernando Valley to jointly tackle the challenges of the Valley and design workable action steps for meaningful results. With funding from the Economic Development Administration through the Los Angeles Mayor's Office, the Economic Alliance sponsored a team from SRI International, Valley Economic Development Center, and Economic Research Associates to assist with the creation of an action plan. Eight months later the Alliance has developed this strategy framework with the assistance of nearly 600 individuals from Valley business, community, and government.

The goal of the first phase of the project was to learn about the Valley. Where is the Valley's employment today? How has it changed over the past five years? And, where can we expect it to go? A complete analysis of economic data on the San Fernando Valley was done to profile these changes in employment.

The project team then went to businesses directly. The team surveyed over 1000 businesses in the Valley and conducted 40 personal interviews with Valley leaders in an effort to define the issues challenging Valley businesses today. Using these findings as a basis for discussion, focus groups were held for each major employing industry to identify industry trends and growth opportunities. Focus groups were also held in each of the four quadrants of the Valley to develop an understanding of local community/business issues. A final focus group was held with local government leaders to receive their input into Valley issues and discuss programs currently underway to deal with them. Overall, more than 100 individuals throughout the Valley provided their ideas and views in focus group sessions. The Economic Alliance leaders and project team pulled together all the collected information to develop a vision and planning framework.

Valley-wide participation expanded with the second phase. Valley residents were asked to assist in defining the Valley's future by participating in a series of planning meetings that were held for each of six industry and six local issue working groups for a set of strategic initiatives. Nearly 300 people participated in this unique business/community/government planning effort and the results were outstanding. Sixteen initiatives were developed out of over fifty proposals, and grassroots action plans were written. Once the plans were complete, the project team and leaders of the Economic Alliance reviewed the initiatives and used them as a guide to define a long-term structure for the Alliance.

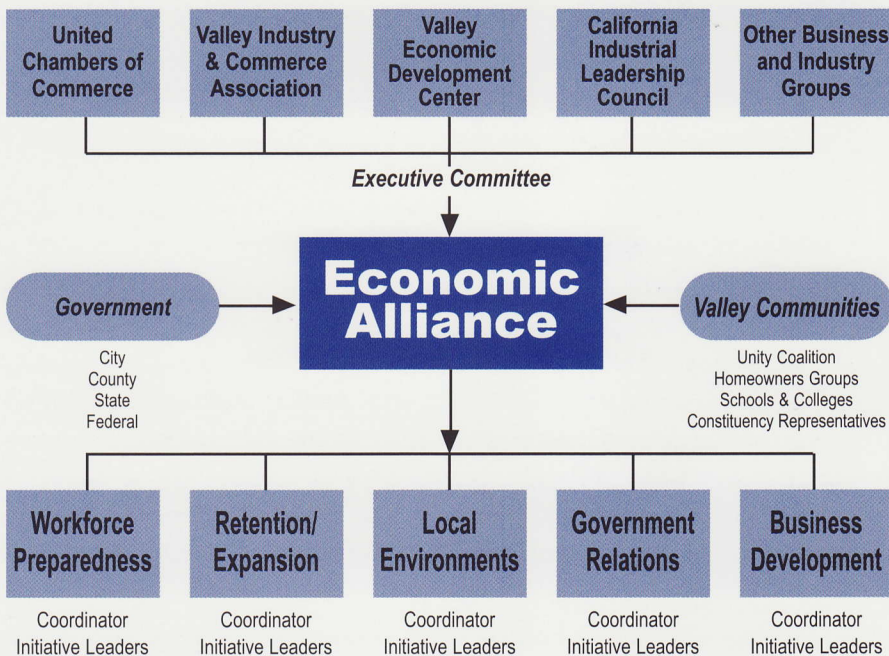
The Alliance kicked-off the third and most critical phase of the project in November, 1995, with a public meeting to introduce the plans and assemble initiative teams for implementation and action. We'd like to thank each and every one of you who has been a part of this unprecedented partnership for progress, and invite all of you to join us as we begin the most challenging and exciting phase yet!

ORGANIZING FOR ACTION AND FOLLOW-THROUGH

► GOALS AND OBJECTIVES OF THE ECONOMIC ALLIANCE

The purpose of the Economic Alliance is to enable the business and community organizations of the San Fernando Valley to work together to evaluate economic issues, organize and oversee responsive initiatives, assist in raising funds when needed to support cooperative action, and help establish new Valley organizations when existing organizations are not equipped to deal with significant issues.

Organization of the Alliance



"It is my pleasure to pay special recognition to all those who gave so generously of their time and energies to craft a strategic plan to guide the San Fernando Valley's economic direction and growth. I am anxious to review the marketing report upon its release and look forward to working with the Economic Alliance during the coming year to implement sound policies designed to revitalize the San Fernando Valley."

Herschel Rosenthal
California State Senate
20th District

► THE ALLIANCE AS A PARTNERSHIP FOR ACTION

To implement the strategies defined by this project, the Alliance Executive Committee is raising and seeking funds for a small administrative staff and named coordinators for five groups of cooperative initiatives. Staff and coordinators will work with other members of the executive committee to oversee and support initiatives, and communicate with one another to assure that the efforts of each initiative group will effectively support the overall goals.

THE INITIATIVES



INITIATIVES TO REBUILD VALLEY FOUNDATIONS

► **WORKFORCE PREPAREDNESS**

Vice Chair - James Morris

Business in the classroom; students in the workplace

The Business-Education Partnership will bring educators, administrators, and business leaders together in an effort to bring students into the workplace and involve business in the classroom, providing work-based motivation and experience as part of Valley education. Entertainment and information industry groups will focus on preparing students for opportunities in their industries.

► **INDUSTRY RETENTION AND EXPANSION**

Vice Chair - Gary Thomas

San Fernando Valley... Getting down to business

Working in cooperation with local and state government, a corps of business volunteers will work to retain companies that may leave or expand elsewhere and to identify other at-risk companies. Supporting efforts will develop materials to promote the Valley and maintain an information base of competitive data.

► **BUSINESS IN THE COMMUNITY**

Vice Chair - Jerry Curry

San Fernando Valley... A community of communities

Local business-community forums will facilitate communication on shared concerns. Best practices to improve and develop local business districts will be shared and supported. Business-police partnerships will reduce crime and increase feelings of security in local communities.

► **GOVERNMENT RELATIONSHIPS**

Vice Chair - Bonny Capobianco

Raising the voice of the Valley

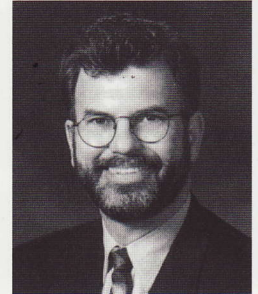
The Alliance will work to establish a Valley government center for business that will provide local permitting and regulation. An ongoing regulatory forum will be created and efforts will be undertaken to legalize establishment of home-based businesses.

► **SMALL BUSINESS ASSISTANCE**

Vice Chair - John Rooney

Investing in the Valley

Small businesses will be supported by convenient one-stop assistance centers for advice, training, and support. A revolving loan fund will provide needed seed capital. Planning will be undertaken for a new media technology center, and a manufacturing network will be organized to support small companies in global competition.



"The Economic Alliance should be viewed as an excellent example for other communities throughout California. By working together, business representatives, community leaders and volunteers have shown that productive partnerships can be created to help businesses and neighborhoods prosper. Keep up the great work!"

Richard Katz

California State Assembly
39th District

WORKFORCE PREPAREDNESS



Business in the Classroom; Students in the Workplace

BUSINESS-EDUCATION PARTNERSHIP

► **Mission**

Provide San Fernando Valley students with the necessary knowledge and skills to meet employer requirements and improve their chances for advancement in the workplace, by increasing the employment relevance of their education and enhancing their opportunities to gain work-based educational experience.

► **Proposed Programs or Elements of Initiative**

Establish a partnership between business and the education community to allow continuing communication and cooperative action among educators, employers, and students. Specific opportunities for action by the Partnership include:

- Explore employment-oriented cooperative pilot programs already in place. Secure government funding to support administration and expand pilot programs.
- Create a marketing strategy, including e.g. an annual media day, to promote greater involvement of businesses in education and to gain support from parents for business-related education.
- Expand use of real-world experience and case studies in high school education programs, including greater involvement of business people in classroom teaching.
- Develop opportunities for students to gain first-hand business experience through business open houses, internship programs, mentoring programs, and managed work experience.
- Establish dialogue between LAUSD and business community on establishment of basic education standards that meet business needs, including possibility of certification programs.
- Expand programs to include adult education programs that link training to specifically identified job opportunities in work-learn activities.

► **How To Measure Progress at the End of Year One**

At the end of the first year the Partnership has been established, needs have been assessed, existing programs identified, and several new action programs are underway. Progress can be measured each year by the number of students being reached by Partnership programs.

► **How To Measure Success at the End of Year Five**

At the end of year five business-education coalitions will be operating in each of the school districts (or clusters) in the San Fernando Valley. Their success can be measured by the skill improvements, job placement rates, and employment longevity of students graduating from the programs.

► **How Will This Initiative be Supported?**

The Business-Education Partnership will require the commitment of major corporations and small businesses. Major educational groups including Los Angeles Unified School District, high schools, vocational training programs, community colleges, and CSU Northridge should be a part of the Business Education Partnership. Experience in other communities suggests that a permanent organization and small full-time staff to administer programs will need to be created at an early stage.

"I am very proud of the attached recommendations that developed from the efforts of the Workforce Preparedness Committee. My experience has demonstrated that it is easier to develop good ideas than it is to enact them. Therefore, I am very interested in where we go from here."

Michael L. Salisbury

Director Human Resources
Los Angeles Times

Initiative Leader:

MIKE SALISBURY

ENTERTAINMENT-EDUCATION TASK FORCE



"West Valley Occupational Center enthusiastically endorses the Economic Development Plan of the San Fernando Valley Alliance network. In order to make our community globally competitive, our students leave school with the necessary entry level skills to make their way in the 21st Century. We are committed to meeting the employment training needs of a diverse San Fernando population. We believe Job Preparation is an investment in Human Capital."

Harlan Barbanell
Principal
West Valley Occupational Center

Initiative Leader:
RALPH BOVITZ

► **Mission**

Develop educational programs and work-study activities to provide entry-level employees with the skill requirements of the entertainment industry, with particular concentration on the needs of smaller companies within the industry.

► **Proposed Programs or Elements of Initiative**

Develop a consortium of entertainment companies, which includes some or all of the following efforts:

- Determine the workforce needs of companies in the entertainment industry, with particular emphasis on entertainment product and service suppliers.
- Create a collaborative internship program to link senior high school and community college students with work opportunities in smaller entertainment companies.
- Expand current internship programs and increase their visibility by mobilizing the local industry into a network through mailings and meetings.
- Partner with major studios in programs to increase awareness of employment opportunities in entertainment, such as a "back lot" entertainment camp for junior-year high school students.
- Develop an adult placement and training program to identify job opportunities, and provide work experience and specific skills training in entertainment crafts for Valley residents.

► **How To Measure Progress at the End of Year One**

At the end of year one, the number of interns that have been placed in entertainment companies has significantly increased and there is a high level of awareness and involvement in the internship program by the entertainment industry.

► **How To Measure Success at the End of Year Five**

At the end of year five the number of students involved and the employment rate of students graduating from the program has significantly increased.

► **How Will This Initiative Be Supported?**

This initiative should be organized by entertainment industry employers, including small entertainment-related companies as well as the major studios, with the assistance of the Business Education Partnership. The Partnership will provide visibility and support for the initiative, working closely with companies in the entertainment industry and the educational community. The Alliance will also provide methods of communication (mailers/brochures) throughout industry. Assistance may be required in establishing contacts with entertainment industry associations, educational institutions and local unions, and securing funding for the pilot program.

INFORMATION INDUSTRY-EDUCATION TASK FORCE

► **Mission**

To improve the quality and supply of entry-level employees to meet the needs of companies that specialize in information-processing in the San Fernando Valley, including finance, insurance, and business services.

► **Proposed Programs or Elements of Initiative**

Create a consortium of information-based companies to drive a program that includes some or all of the following action steps:

- Determine what school programs and work internship programs currently exist. Encourage individual companies to get involved in academy, internship, and Adopt-a-School programs.
- Determine what specific qualities the information-based industry needs from graduating students.
- Determine what type of program(s) will produce those qualities, and formulate the structure, curriculum, and qualifications of instructors.
- Ascertain the costs involved, develop a program budget, and procure source funding.
- Development of various educational programs including an academy program, a certification program, an industry internship program, and special adult training and placement program.
- Solicit schools, businesses, and students to participate in the program.
- Set up a donation program to have computer equipment put into schools.

► **How To Measure Progress at the End of Year One**

At the end of year one at least one school and five major businesses are participating in the program, a major awareness program is underway, and plans have been established to scale-up efforts as rapidly as new partners can be recruited.

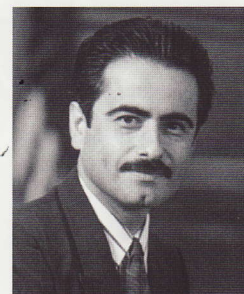
► **How To Measure Success at the End of Year Five**

At the end of year five the employment rate of students graduating from the program has significantly increased and all relevant companies are aware of the program.

► **How Will This Initiative Be Supported?**

This initiative will be developed with the assistance and support of the Business Education Partnership which will help organize an information-based company consortium to drive the program.

Major corporations in the information industry (banks, utilities, insurance, telemarketing), the trade associations and the chambers of commerce will work together with junior and senior high schools, community colleges, and universities to develop a system for better educating entry-level workers to meet the needs of the information-based industry.



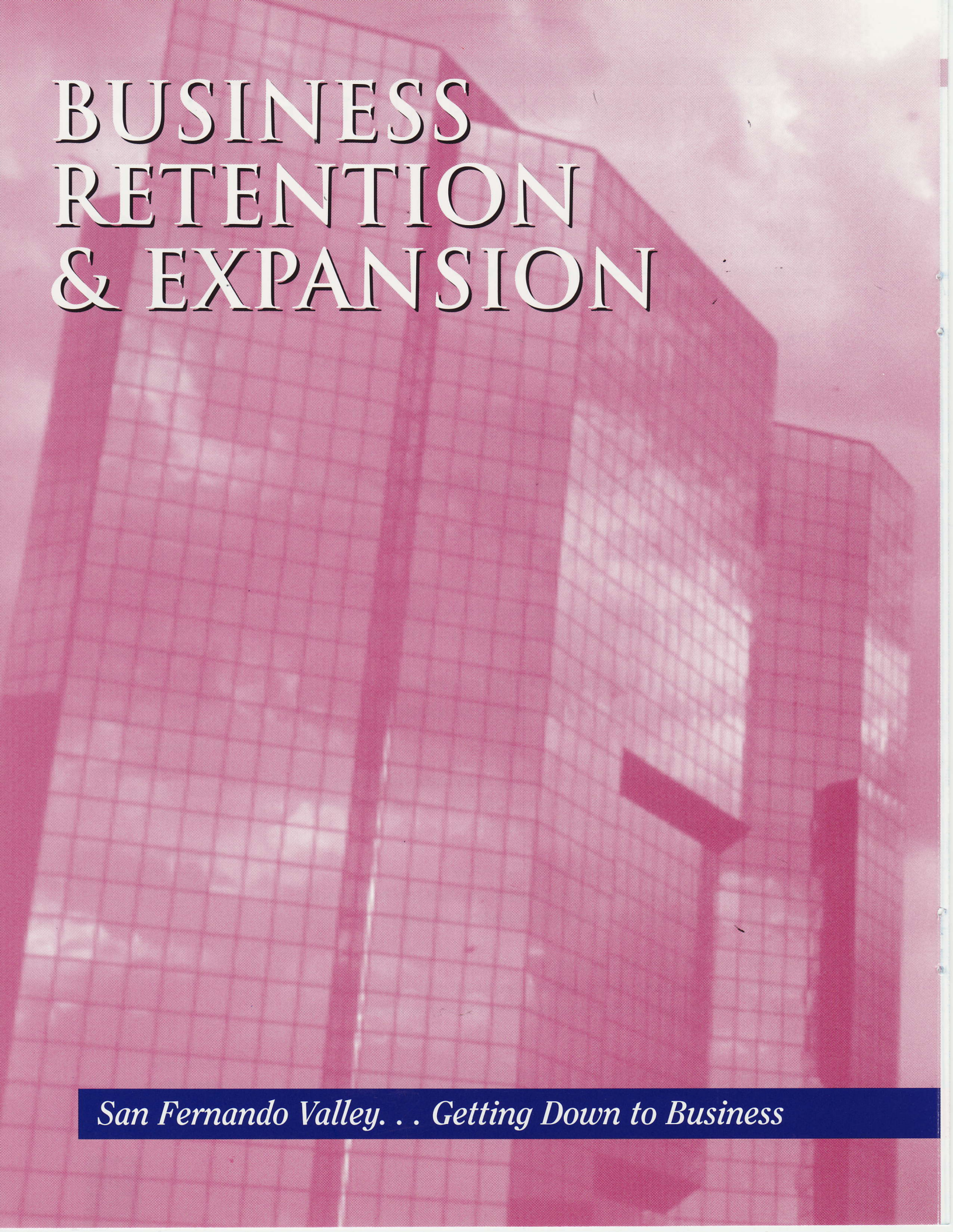
"I am proud to support the Economic Alliance. It incorporates the best elements of cooperative innovation, bringing public-private resources together for the economic betterment of the San Fernando Valley. The Economic Alliance serves as a complement to my efforts for Economic Development in the Northeast San Fernando Valley. I am proud to be a partner in their efforts."

Richard Alarcón

Los Angeles City Council
7th District

Initiative Leader:

BONNIE MIZRAHI



BUSINESS RETENTION & EXPANSION

San Fernando Valley. . . Getting Down to Business

PUBLIC-PRIVATE BUSINESS RETENTION TEAMS

► **Mission**

Keep and create healthy businesses and quality jobs in the Valley by organizing Valley business organizations and volunteers to identify businesses that are considering leaving or expanding outside the Valley, defining problems that need to be addressed or assistance that is needed to allow them to remain and expand in the Valley, and bringing together the agencies and organizations needed to address the business' problems and provide needed assistance.

► **Proposed Programs or Elements of Initiative**

The Valley Retention Teams Program would undertake some or all of the following activities:

- *Retention Response* – Organize a large group of volunteers from Valley businesses from which individual retention teams can be mobilized to meet and work with at-risk companies.
- *Outreach Program* – Contact all employers within the Valley that employ over a defined number of employees to determine if they are considering leaving or expanding outside the Valley and to alert them to the resources available from the retention teams.
- *Attraction Response* – Use the same resources and organization to mobilize attraction teams in response to opportunities to attract companies considering locating new facilities and jobs in the Valley.

► **How To Measure Progress at the End of Year One**

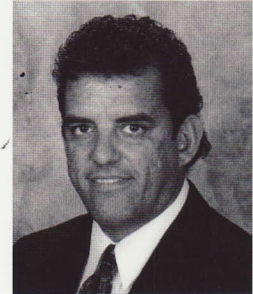
Progress will be measured by whether the initiative team is still motivated and working toward long-term goals, if an organization with sufficient volunteers to respond to requirements has been assembled, and if an inventory of potential "at-risk" companies has been completed.

► **How To Measure Success at the End of Year Five**

Numbers of businesses and jobs in the Valley have increased at a rate greater than rates for California as a whole and average salaries are increasing faster than cost of living. Retention rates of targeted companies have increased over five years. Opportunities to present the Valley's story to new companies have increased over five years.

► **How Will This Initiative Be Supported?**

The Business Retention Team will be organized initially under a volunteer leader who will be replaced, as soon as money can be obtained, by a full-time coordinator with administrative support. A close relationship will be maintained with L.A.'s Business Team for mutual support. Volunteers will be recruited from Chambers of Commerce and UCC, VICA, and VEDC. Other organizations that should provide support include The Gas Company, L.A. County EDC, Cal Trade & Commerce, SFV and LA Visitors and Convention Bureaus, AQMD, and so forth.



"Following the recent announcement of our plan for business retention, over 100 phone calls poured in from throughout the Valley. Accountants, bankers, real estate agents, retired individuals, CEO's from major corporations, and many others responded to the opportunity to get involved in keeping and expanding businesses here in the San Fernando Valley. Instantly we became one of the largest economic development/business retention forces in the nation – now totalling over 200 team members! We will clearly have an impact on the future of our Valley."

Gary M. Thomas

Vice Chair
Economic Alliance of the
San Fernando Valley

Initiative Leaders:

GARY M. THOMAS
SCOTT SCHREIBER

VALLEY IMAGE PROMOTION PROGRAM



*"I love the Valley!
That's why I started
Valley Magazine and
why I've spent the past
17 years telling people
what a special place it
is. Now it's time to tell
the world."*

Jane Boeckmann
Publisher
Valley Magazine

Initiative Leader:
JANE BOECKMANN

► **Mission**

To develop messages that accurately characterize and factually depict the positive attributes and superior opportunities offered by San Fernando Valley businesses, educational institutions, recreational resources, local communities and neighborhoods; To provide materials that effectively present those messages; To present those messages to Valley businesses, Valley residents, and businesses and families considering locating in the Valley.

► **Proposed Programs or Elements of Initiative**

- *Media Relations* – Develop good relationships with all local media, and send out "good news" press releases of business expansion, job opportunities, government support efforts, etc.
- *Community Public Relations* – Work with NLAMP to help sell the Valley to the Valley. Develop positive image of the Valley that can be easily promoted, support use of the Valley as a film location. Educate and inform elected representatives about the Valley.
- *Materials Development* – Prepare and update promotional materials that factually present the attributes and advantages of the Valley for specific industries and for residents. Make materials available to Chambers of Commerce, Retention Teams, Realtors, etc. Develop a program budget and secure funding to support production of promotional materials and other marketing efforts.
- *Tourism* – Work with San Fernando Valley Visitors and Convention Bureau to promote the Valley as a tourist destination.

► **How To Measure Progress at the End of Year One**

The image promotion initiative group is enthusiastically expanding its efforts. Existing materials (e.g. About the Valley) have been updated and improved and a basic set of new materials has been developed and distributed. A community program is underway and the media is involved and supportive, placing messages in support of Valley efforts on a continuing basis.

► **How To Measure Success at the End of Year Five**

Formal or informal polls, interviews, or surveys provide proof that the Valley image is more positive than in earlier years. Number of businesses reporting they are considering leaving or expanding outside the Valley is on a declining trend. Number of companies considering locating in the Valley is on an upward trend. Employment in hotels and restaurants is growing more rapidly in the Valley than in Los Angeles as a whole.

► **How Will This Initiative Be Supported?**

Efforts would likely be organized under and in support of the retention teams, but would actively involve various community organizations from both business and homeowners. LA organizations, including NLAMP, LA and SFV Visitors and Convention Bureaus, and Mayor's Business Team should participate in and support efforts.. Real estate associations should be directly involved as well as chambers of commerce, merchant groups and homeowner associations. The Alliance will assist in securing initial funding for this initiative.

TASK FORCE ON COMPETITIVENESS DATA

► **Mission**

Acquire and maintain an information base of economic and demographic data on the San Fernando Valley that can be used directly to support business retention and expansion activities as well as Valley Image Promotion Program, and can be drawn on by other Alliance groups, such as Government Relations, to support Alliance programs and ongoing planning efforts.

► **Proposed Programs or Elements of Initiative**

- Obtain regional data and information on sources of data that were collected as part of Alliance Strategic Planning Project and establish system to update these numbers annually.
- Identify and obtain other data, such as comparative costs of doing business, that are needed by retention teams to assist companies in comparing the Valley to other regional locations.
- Obtain samples of marketing literature used by other cities that have been successful in attracting businesses away from the Valley, to identify comparative advantages and disadvantages and design ideas that can be used by Valley Image initiatives.
- Assemble set of basic measures that can be used to assess basic economic health of the Valley, similar to those used in other regions (e.g. Joint Venture: Silicon Valley), to help the Alliance and the Valley monitor progress in improving economic conditions.

► **How To Measure Progress at the End of Year One**

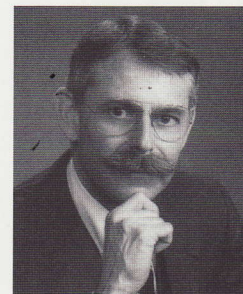
Existing data has been obtained, a group of volunteers and organization staff is identifying and collecting additional data that Retention/Expansion groups have determined is needed.

► **How To Measure Success at the End of Year Five**

The Valley's information base of comparative economic and demographic data is comparable to that of competing regions throughout the country.

► **How Will This Initiative Be Supported?**

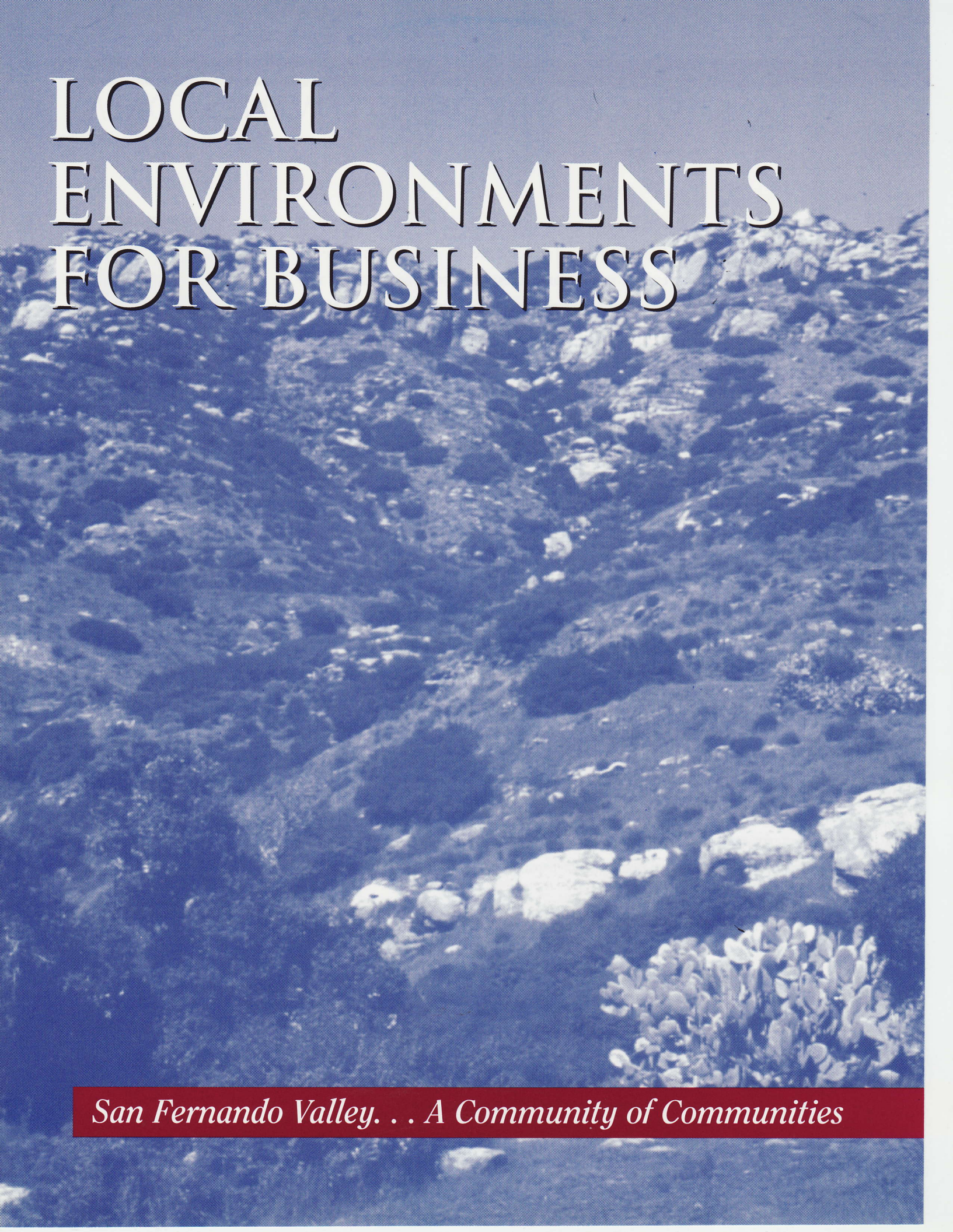
Data collection and maintenance could be undertaken by a small group of local volunteer specialists, such as from CSUN faculty and students, with local consultants volunteering advice and expertise, and supported by staff of Alliance organizations.



"It is my expectation that we will produce an objective analysis of our competition situation relative to other locales, a specific program to remedy problems, and after any problems are rectified, a compelling marketing piece, demonstrating that it is better to conduct one's business in the San Fernando Valley than any other venue."

Bob Rodine
The Polaris Group

Initiative Leader:
BOB RODINE



LOCAL ENVIRONMENTS FOR BUSINESS

San Fernando Valley. . . A Community of Communities

BUSINESS-COMMUNITY FORUMS

► **Mission**

To develop a collaborative effort between business, merchant groups, community residents and homeowners' associations, to work together in a mutually beneficial manner to improve the viability of business districts and home values.

► **Proposed Programs or Elements of Initiative**

Homeowners' groups and businesses have historically been adversaries to the detriment of local economic development. Both groups believe that by working together they can develop a constructive partnership to improve local areas. The following action steps have been suggested to facilitate the building of this partnership:

- Set up meetings between homeowners and businesses to determine common problems.
- Establish a forum for discussion of common issues (e.g. town hall meeting).
- Explore communication channels_Valley Business Journal, cable TV newsletters, internet.
- Establish models for development (e.g. Sherman Oaks "Town Council").
- Develop a work plan for the group.

► **How To Measure Progress at the End of Year One**

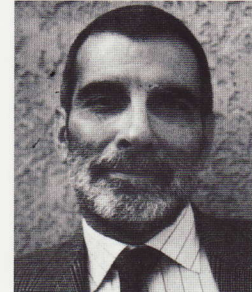
At the end of year one channels of communication are opened between business and community and joint initiatives are in the planning stages.

► **How To Measure Success at the End of Year Five**

At the end of year five a strong collaboration between business and community has been established and active joint initiatives are taking place.

► **How Will This Initiative Be Supported?**

The United Chambers of Commerce will take the lead in implementing this program locally through the 22 Chambers located throughout the Valley. UCC will build capacity in each chamber to implement models of excellence in the local communities. The Alliance will supply administrative support and help with initial funding. Other participants and stakeholders that will need to be included are local homeowner's associations, neighborhoods, Realtors associations, Gas Co., Mayor's office, and city council offices.



"It is extremely important to establish a meaningful dialogue between community residents and businesses, if both are to survive in today's economy and prosper in tomorrow's.

"There are several pockets in the Valley where ill feeling has existed."

Walter Prince

President
Executive-Suite Services, Inc.

Initiative Leader:

WALTER PRINCE

LOCAL BUSINESS DISTRICT ENHANCEMENT PROGRAMS



"The formation of the Economic Alliance was a major step toward the rebirth and continued growth of the San Fernando Valley. A shrinking aerospace industry and devastating earthquake put the Valley in a prolonged economic downturn. The Alliance is helping focus the Valley's leadership, resources and industry into a renewed economic powerhouse."

Hal Bernson

Los Angeles City Council
12th District

Initiative Leader:

MARCIA MEDNICK

► **Mission**

To improve the appearance and viability, development and revitalization, of the key business districts in the San Fernando Valley.

► **Proposed Programs or Elements of Initiative**

The initiative team will support the establishment of merchants' organizations, commercial revitalization programs, clean-up programs, and business district revitalization programs. The initiative team will build the capacity in local groups to establish these programs and provide a full-time commercial revitalization manager to support the establishment of these local programs to improve the appearance and viability of the key business districts in the San Fernando Valley.

Possible action steps include:

- Focus on pilot programs in a few key areas such as CRAs/earthquake recovery areas/business improvement districts. Help merchants in each district get organized. Develop local visions. Develop themes for districts; make them tourist spots. Create community maps to help planning effort/architects to help plan.
- Share successful strategies and best practices among districts. Set standards including researching and enforcing zoning regulation.
- Actively explore potential for organizing Business Improvement Districts (BIDs) in key business areas to collect funds from merchants to support improvement efforts.
- Develop an outreach program which will educate everyone who lives, works or owns a business or property in the Valley on ways to improve the visual appearance. Involve every community in visual improvement programs.

► **How To Measure Progress at the End of Year One**

At the end of year one the lead organization will have been created and community outreach will have started. Pilot districts have been identified.

► **How To Measure Success at the End of Year Five**

At the end of year five the appearance and positive image of key business districts in the Valley has been significantly improved. For example: Community awareness is high, community involvement is well established, and merchants report increased traffic and sales.

► **How Will This Initiative Be Supported?**

The United Chambers of Commerce will take the lead in implementing this program locally through the 22 Chambers located throughout the Valley. UCC will build capacity in each chamber to implement models of excellence in the local communities. UCC will staff this program. The Alliance will assist with initial funding and staffing as well as marketing and communication efforts. The program will involve chambers of commerce, council members, business and residential community groups, Community Redevelopment Agencies, and VEDC.

BUSINESS/POLICE CRIME REDUCTION PROGRAMS

► **Mission**

Reduce crime and the perception of crime in the San Fernando Valley while establishing a safe and positive business environment by combining the concerns and resources of local business associations and the Los Angeles Police Department.

► **Proposed Programs or Elements of Initiative**

Proposed elements of initiative towards the mission:

- Bring the LAPD, merchant associations, and homeowners' groups together with the chambers of commerce to create neighborhood Business Watch Programs throughout the 22 communities.
- Create a campaign for the Valley's positive image in regards to crime.
- Organize coalition efforts to influence relevant laws and ordinances.

► **How To Measure Progress at the End of Year One**

At the end of the first year the following actions are underway:

- Programs and ordinances in progress of enactment.
- Public relations groundwork established.
- Plan established for business and neighborhood watch programs and implementation is in progress throughout the Valley.

► **How To Measure Success at the End of Year Five**

At the end of five years proposed programs are in place, crime is measurably reduced and the perception of the Valley's crime and security has become significantly more positive.

► **How Will This Initiative Be Supported?**

The United Chambers of Commerce will take the lead in implementing this program locally through the 22 Chambers located throughout the Valley, in cooperation with local offices of the LAPD. UCC will build capacity in each chamber to implement models of excellence in the local communities.

The Alliance will provide political support, assist with initial funding, and assistance with the marketing and communications of programs.

The Mayor's office, Community Redevelopment Associations, local businesses and homeowners' groups, Realtors' associations, neighborhood and business watch groups, media, and service clubs will all be needed to support a completely successful effort.



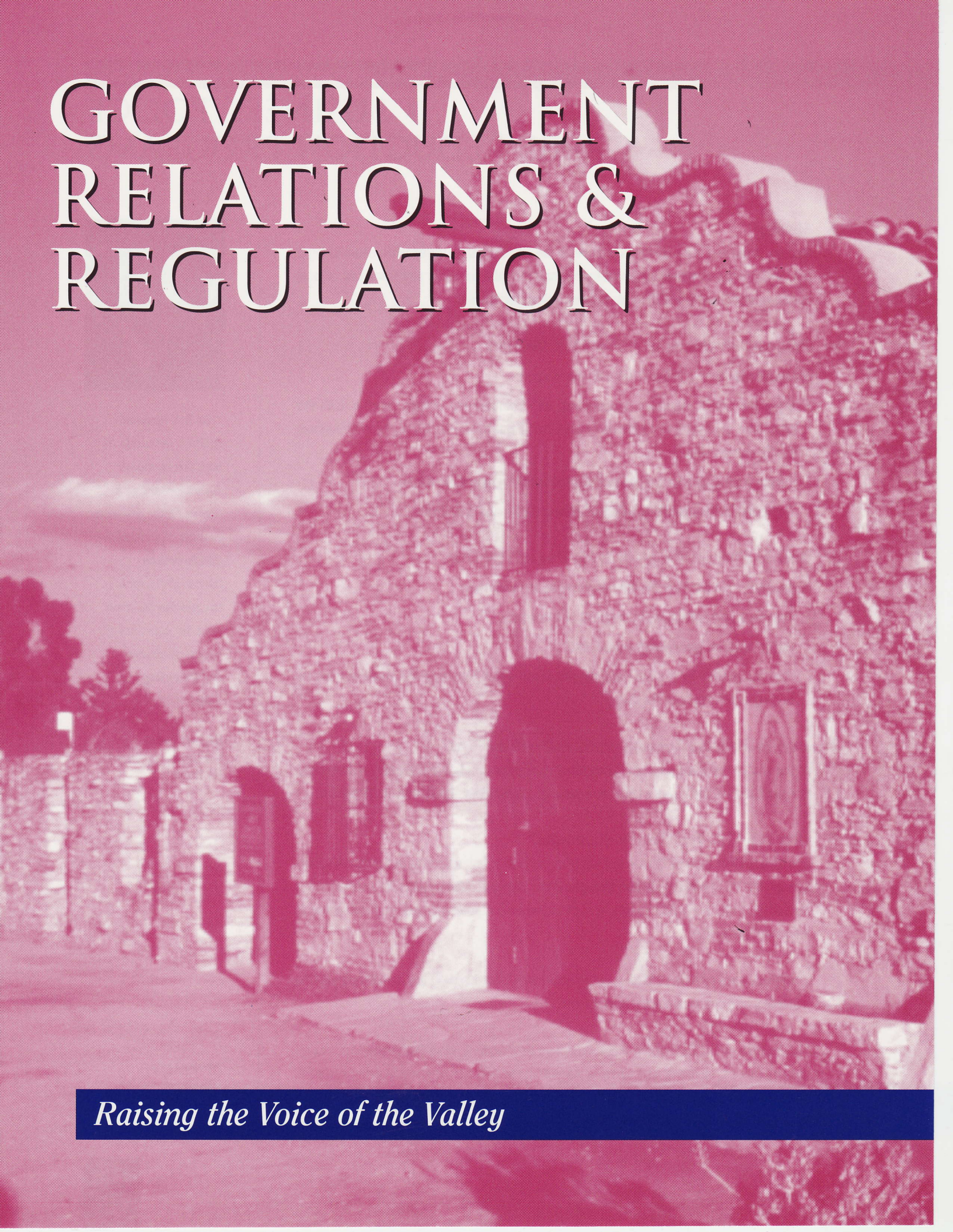
"The San Fernando Valley is fortunate to have the Economic Alliance charting a course for its economic growth. I applaud this public-private partnership which exemplifies the most effective approach for setting goals and implementing solutions."

Michael Feuer

Los Angeles City Council
5th District

Initiative Leader:

FLIP SMITH



GOVERNMENT RELATIONS & REGULATION

Raising the Voice of the Valley

VALLEY GOVERNMENT BUSINESS CENTER

► **Mission**

To develop a comprehensive consolidated business permitting, regulation, and information center in the Valley, with the ultimate objective of making all government services and agencies that are relevant to business accessible within the San Fernando Valley.

► **Proposed Programs or Elements of Initiative**

Proposed action steps include:

- *Maintain Existing Services* – Take immediate steps to assure that the current City Government office in Van Nuys is maintained and expanded to function as a completely effective information center. "Tour guides," information sources and public relations are provided by the City. Sell the regional service office concept to the City Council as a pilot project that can be replicated in other parts of the city.
- *Plan for Expanded Services* – Work with city, county, and state to plan the creation of a government center for consolidated licensing, permitting, and regulatory communication (including satellite information centers). Incorporate newest technologies into planned services (e.g. on-line services). Identify City and County, State and Federal ministerial permits, fees, modifications, etc. that need to be accessible.
- *Establish Performance Standards* – Mutually establish standards for performance and accountability (e.g. timeliness of response, waiting time, permitting approval turn-around) for each new operation established in the Valley and for the overall operation of the center.

► **How To Measure Progress at the End of Year One**

A consolidated government services information center exists in the Valley, perhaps using the Permit Assistance Center as a nucleus. All City and County departments have been identified and presence's are being placed in the center. Positive feedback is received from business.

► **How To Measure Success at the End of Year Five**

All transactions relating to San Fernando Valley business are accessible within the Valley. A comprehensive, consolidated government business services and information center is successfully operating in the Valley. Several satellite information centers are also in place throughout the Valley.

► **How Will This Initiative Be Supported?**

To achieve this mission the initiative team will work closely with existing government agencies to obtain the support of the Mayor's Office, city council, the Permit Assistance Center, the Governor's Office, and the County of Federal Agencies to dramatically enhance the capabilities of the one-stop government center concept in the San Fernando Valley.



"The Valley Industry and Commerce Association (VICA) is pleased to be one of four coordinating organizations of the SFV Economic Alliance. VICA, established in 1949, has a mission similar to the concepts of this bright new organization and it is natural for the business community to participate. The Valley is truly a unique and special area, almost magical in its resilience and optimistic demeanor. The success of this project is inevitable; and therefore irresistible. Join our efforts."

Bonny Capobianco

President
Valley Industry and
Commerce Association

Initiative Leader:

GARY MORRIS

REGULATORY ADVISORY COUNCIL

The San Fernando Valley must become an economically viable entity not only in the City of Los Angeles but the State of California and the globe. To accomplish this it is necessary to restructure our methods, procedures and bureaucracy. This would require the rethinking, breaking down and restructuring of our current processes..

"We need to begin investigating our method of operations from ground zero and build with an objective in mind. Hopefully, that objective is the economic, social and political growth of the San Fernando Valley."

Marvin Selter
President
National Staff Network

Initiative Leader:
MARVIN SELTER

► **Mission**

To bring about reforms in standards and procedures for business regulation through regular collaboration between government agencies and the Valley's business community.

► **Proposed Programs or Elements of Initiative**

Organize an effort to develop a forum for constructive feedback and process improvement between government agencies and the Valley's business community with the objective of dramatically improving and streamlining the regulatory process of government agencies. This group will provide support, regular feedback, actual cases and information to achieve regulatory reform. The forum is proposed to take the form of a monthly luncheon group coordinated by VICA.

Possible topics for initial attention:

- *Utility User Tax* including placing cost caps on level of tax to be paid during any given period (month/year) and providing credits for expansion or new business as an incentive.
- *City Business License* – including simplification of city license filing requirements, providing credits for expansion or incentives for new business, establishing system that makes tax burdens comparable to neighboring jurisdictions.
- *Inter-Agency Coordination* – Explore means by which inspectors from individual agencies can coordinate with one another on information and inspections during process of construction to avoid contradictory information and time-consuming corrections.
- *Establishing Quality Measures* – Consider defining and adopting measures of "customer" performance and satisfaction in regulatory and permitting agencies (similar to programs in other cities) such as tracking turn-around time and/or requesting and monitoring comment cards from companies working with government agencies.

► **How To Measure Progress at the End of Year One**

Regulatory Advisory Council is established, sharing information with relevant agencies, and actively lobbying several initiatives and regulatory reform.

► **How To Measure Success at the End of Year Five**

Regulatory reforms have been made. Government agencies recognize importance of the voice of the Valley. Collaborative efforts have been set up with other state and local lobbying groups.

► **How Will This Initiative Be Supported?**

Valley Industry and Commerce Association, on behalf of other Valley organizations, will take the lead in identifying appropriate members for an ongoing regulatory forum, and work with City and County agencies to identify individuals from relevant agencies who should participate in Forum meetings.

HOME-BASED BUSINESS TASK FORCE

► **Mission**

To address the barriers faced by home-based businesses in the City of Los Angeles and bring about reform and support for home-based businesses in the city in order to facilitate establishment and operation of these businesses in the San Fernando Valley

► **Proposed Programs or Elements of Initiative**

Home-based businesses are a crucial source of new businesses and job creation in the Valley. This task force will address the barriers faced by home-based businesses and bring about reform and support for home-based businesses in the Valley.

- Identify obstacles and help define appropriate regulations and policies.
- Identify entertainment industry and professional services advocates to support legislative agenda.
- Organize support of other industry groups in the Valley and in other regions of L.A.
- Promote legislative changes/amendments in home-based business regulations (expanded business license in city of LA).
- Draft legislation for comments, revisions and submission to advocates. Carry out efforts to secure subsequent approval.

► **How To Measure Progress at the End of Year One**

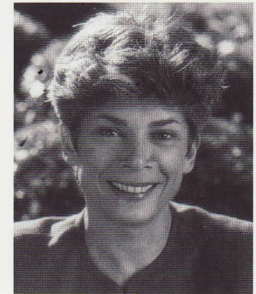
Regulations to permit the establishment and operation of home-based businesses have been developed and are in process of being transformed into legislation or have been implemented.

► **How To Measure Success at the End of Year Five**

New issues affecting operation of small businesses in the Valley have been identified and addressed.

► **How Will This Initiative Be Supported?**

An initiative leader will be delegated to organize a representative group of Valley business owners, both those who maintain or have grown from home-based businesses and those who contract with small businesses. Participants will most likely be drawn from the entertainment industry and the professional services industry. Representatives from city council offices who are concerned with permitting and regulating home-based businesses, as well as appropriate agency officials, will need to formulate appropriate regulations. Homeowner or neighborhood group representatives might be invited to participate in discussions.



"I am very pleased to express my support for the Economic Alliance of the San Fernando Valley. The Alliance's organizing efforts to bring together business and industry leaders, educators, and community representatives of the San Fernando Valley will pave the way to a more prosperous Valley economy in the 21st century."

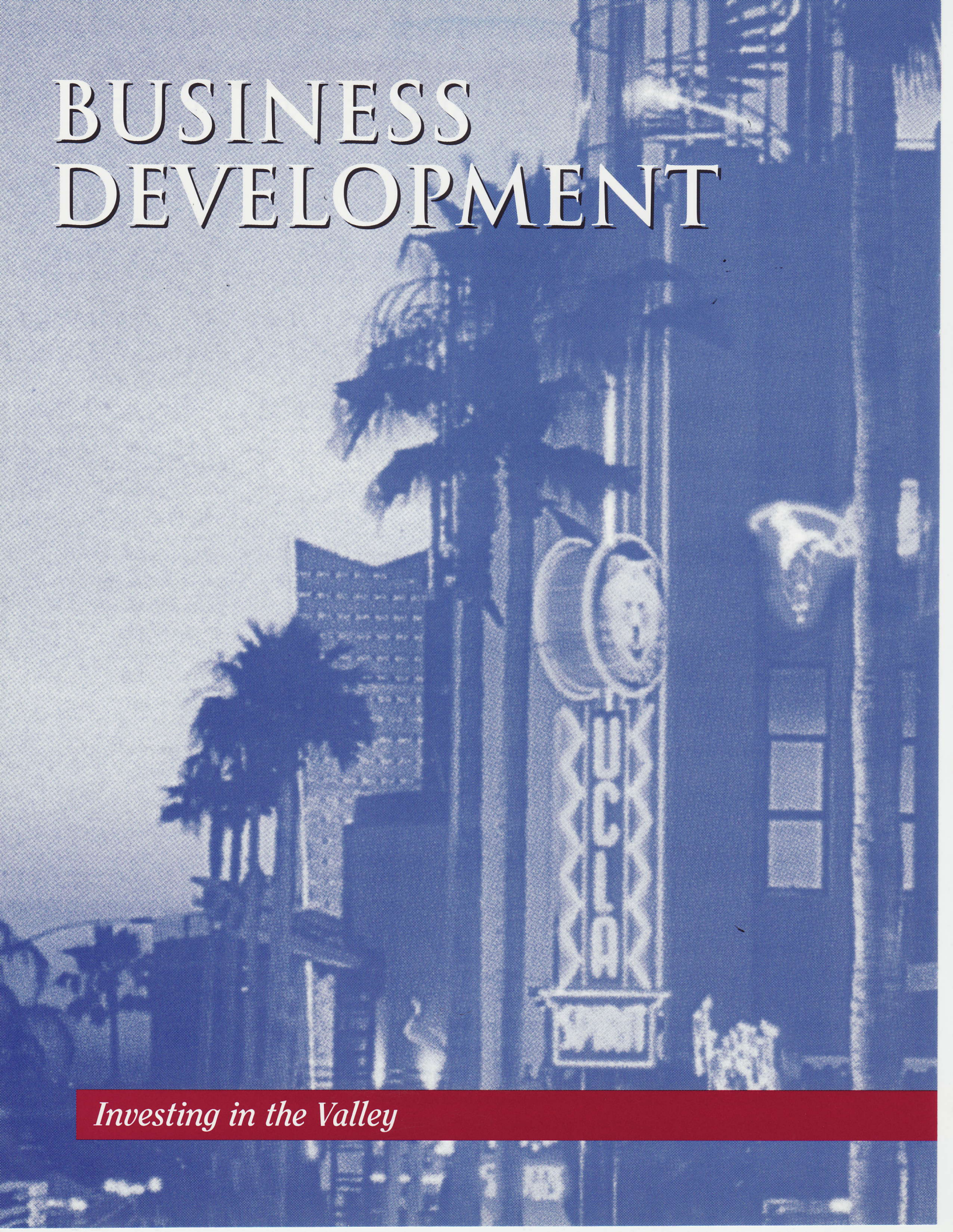
Laura Chick

Los Angeles City Council
3rd District

Initiative Leader:

KEN BERNSTEIN

BUSINESS DEVELOPMENT



Investing in the Valley

SMALL BUSINESS ASSISTANCE CENTER

► **Mission**

To provide full-service management and technical assistance, business and entrepreneurial training, and financing assistance to local businesses. This will be a one-stop full-service center offering a full menu of professional business consulting, counseling, financing, and training services out of one central office and three satellite offices located in the Valley.

► **Proposed Programs or Elements of Initiative**

This initiative will supplement VEDC's existing Small Business Development Center and Business Assistance Center program, expand the Pacoima/Northeast Valley Center, and establish centers in the Northwest and Southwest quadrants of the Valley.

Proposed specialized programs to be offered by the Centers include:

- *Export Assistance Program* – The Export Assistance Program will build wealth in the region by assisting viable companies in exporting their products and services.
- *Procurement Center* – The One-Stop Business Assistance Center will establish a procurement center to successfully match local businesses and target industries with government and corporate contracts.
- *Technology Assistance Center* – The Technology Assistance Center will provide specialized assistance to expand technology capabilities in local small businesses.
- *Small Business Incubator* – Foster the establishment and growth of small companies in the Northeast Valley by developing a facility to provide business advisory assistance, shared services, and affordable office and working space.
- *Real Estate Program* – The Business Assistance Center will also provide a specialized technical assistance service to assist in the development of vacant, damaged or empty commercial/industrial properties in the San Fernando Valley.
- *Entrepreneurial Training Program* – Expand the current, highly-successful entrepreneurial training program to accelerate growth and assist in conversion of viable companies.

► **How To Measure Progress at the End of Year One**

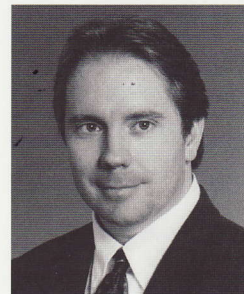
At the end of the first year additional funding is established for the proposed programs. Actions have been undertaken to begin the programs not already in progress.

► **How To Measure Success at the End of Year Five**

In five years the center and three satellite offices should be fully operational. Numbers of businesses assisted, and employment of assisted businesses will be on upward trends.

► **How Will This Initiative be Supported**

The Valley Economic Development Center will take the lead in establishing these programs, but will expand the circle of advisory and assistance resources to include other Alliance organizations, city council offices, and other government agencies, with support both from the private sector and from local, state, and federal agencies.



"Small business is the economic engine of the San Fernando Valley. With special assistance, small businesses growth can be dramatically accelerated. Over 95% of all the new jobs in the San Fernando Valley will result from small business growth. The Valley plan will focus on developing small businesses by providing comprehensive assistance to help them grow, including financing, professional management consulting, entrepreneurial training, export and technology assistance and other special services.

"It is envisioned that the San Fernando Valley will become one of the best places in the world to start or locate a small business."

John Rooney

President
Valley Economic
Development Center

Initiative Leader:

JOHN ROONEY

SMALL BUSINESS REVOLVING LOAN FUND



"I am very pleased to see the San Fernando Valley has begun to speak with a truly unified voice as we pursue a long range economic growth plan. I've spent the past 10 years working in the Valley and know that with our collective resources, the Alliance can be successful if everyone participates. By supporting the Alliance efforts, it enables The Gas Co. to enhance our outreach to residential, commercial and industrial customers, and help them to expand their businesses."

Cathy Maguire
District Manager
The Gas Co.

Initiative Leader:
ROBERTO BARRAGAN

► **Mission**

Assist in the successful economic development of targeted businesses and projects in the San Fernando Valley by providing an accessible source of expansion funding for viable businesses.

► **Proposed Programs or Elements of Initiative**

Recapitalize the existing EDA loan fund with an additional \$10 million to assist businesses in the targeted industries.

In Phase I, utilizing U.S. Department of Commerce EDA money, over \$4 million was successfully committed to local businesses. An additional \$2 million is anticipated to be committed before January 1996. Given the tremendous success, recapitalization of an additional \$10 million will be requested to assist businesses in the implementation of the regional economic plan.

The lending in Phase II will focus upon the industries identified as the target industries in key clusters, as well as lending to support the development of technology and export. This funding will again be successfully leveraged with private dollars from the established partnership with area banks. The loan fund will be the critical engine to drive the successful economic development of targeted businesses and projects in the region.

► **How To Measure Progress at the End of Year One**

Receipt of the additional \$10 million funding from the EDA.

► **How To Measure Success at the End of Year Five**

Successful disbursement of funding to local businesses in the target industries. Success rates in repayment and recommitment of loan funds. A measurable positive benefit-cost impact in terms of economic benefits relative to money invested.

► **How Will This Initiative Be Supported?**

The Alliance will provide initial assistance in petitioning the EDA for the additional \$10 million in funding. VEDC will continue to lead the loan fund initiative. The Mayor's Office endorsement is likely to be needed to help secure funding. Other Alliance organizations, such as VICA and UCC, will be able to assist by promoting availability of the loan funds, identifying potential loan applicants and assisting their members in making applications.

NEW MEDIA TECHNOLOGY CENTER

► **Mission**

Conduct a feasibility and planning study for a center that can increase the success rate of start-ups, enhance the development of existing new media businesses and promote application of new entertainment technologies in the San Fernando Valley.

► **Proposed Programs or Elements of Initiative**

Organize a task force to evaluate the feasibility of establishing a new media technology center in the San Fernando Valley. As envisioned, the center appropriately might be located in the North Hollywood area, helping anchor the continuing development of the North Hollywood Entertainment District economic development zone, and providing convenient access to studios and contractors and near-by concentrations of entertainment companies.

The envisioned center would include some or all of the following elements:

- Testbed facilities providing access by the hour or day to advanced multimedia hardware and software tools to develop, test, and adapt entertainment technologies and software.
- Business incubator, offering office space, support and advisory services, and access to hardware and software, to media technology start-ups.
- Demonstration center offering smaller developers the opportunity to showcase their products and services to potential buyers.
- Access/demonstration point for Pacific Telesis "Media Park" system.
- Walk-in after-school center allowing high school students to explore and learn about new media and entertainment technologies.

► **How To Measure Progress at the End of Year One**

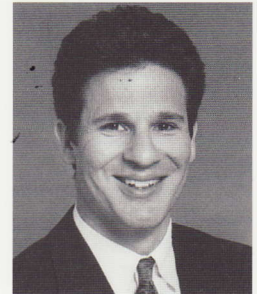
Completion of the feasibility study and action plan. Organization of a circle of corporate sponsors and arrangement for space for "bare-bones" start-up effort.

► **How To Measure Success at the End of Year Five**

A fully operational multiple-service facility with a growing list of spin-out companies and existing companies that have been assisted by center services.

► **How Will This Initiative Be Supported?**

VEDC will organize a task force of potential private industry sponsors and public partner organizations to conduct the planning and feasibility study. The Economic Alliance would assist in making introductions to potential sponsors, and facilitate communications with potential public partners. Potential partners could include Universal City/North Hollywood Chamber of Commerce, NoHo Entertainment District steering committee, UCLA and USC film school multi-media centers. Potential sponsors could include Pacific Telesis, multimedia hardware vendors (e.g. Sun Microsystems and Silicon Graphics), and studios/multimedia producers.



"The majority of new job growth is created by expanding small businesses. By drawing from local business resources, empty buildings, and emerging technologies we can create synergy with local entertainment studios and develop a business incubation facility to enhance new business formation and growth."

Jonathan Goldhill

Vice President
Valley Economic
Development Center

Initiative Leader:

JONATHAN GOLDHILL

MANUFACTURING ENTERPRISE NETWORK



"The San Fernando Valley will be a global test bed for the emerging business and community philosophy that ties economic development, job growth and competitiveness to the ability of a community to develop civic and business networks that build upon the inherent strengths of the region. We believe the Economic Alliance is the vehicle to forge those public and community partnerships. The San Fernando Valley's unique strength is the enormous critical link in providing the credibility, resources, enthusiasm and coordination necessary to obtain real change and meet the urgent needs of global competitiveness."

David Goodreau
Chairman
California Industrial
Leadership Council

Initiative Leader:
DAVID GOODREAU

► **Mission**

Increase profitability and productivity of the San Fernando Valley small manufacturing community by providing them with necessary resources and enabling small manufacturers to develop globally competitive capabilities.

► **Proposed Programs or Elements of Initiative**

To achieve this mission the following goals have been set for the Manufacturing Enterprise Network:

- Increase the visibility, access and interactivity of the Valley's small manufacturers in the global marketplace.
- Provide solutions to the information, business and technical needs of the Valley's small manufacturers.
- Provide timely information about the regulatory environment to small manufacturers.
- Create a greater awareness of changing technologies, improved production techniques and more efficient business management practices.
- Provide information about sources of operating capital and investment funds for modernization and assistance in their efforts to obtain needed financial resources.
- Provide hands-on business and technical support.
- Provide industry driven venues for the Valley's small manufacturers to interact and promote peer-to-peer problem solving.
- Serve as an integrator of value added resources for the Valley's small manufacturers within the statewide network of public, nonprofit and private manufacturing activities.
- Effectively leverage the assets of the SMI Strategic Alliance and the Economic Alliance in support of the Valley's small manufacturers.
- Establish an electronic communications network (SMInet) linking the Network with small manufacturers, resources and service providers and the SMI statewide office.

► **How To Measure Progress at the End of Year One**

A group of small manufacturers has been formed as the core of the Network, funding has been raised to support a small administrative staff, and basic infrastructure has been put in place.

► **How To Measure Success at the End of Year Five**

Measurable results have been achieved in terms of continuous increases in membership, reduced rates of business failures and relocations among small manufacturer members, and increases in rate of growth in sales and employment of small manufacturers.

► **How Will This Initiative Be Supported?**

CILC and the Small Manufacturers Institute will take the lead in organizing the Network. The Network will be made up of key representatives from the area's manufacturing community and key area service providers. The Alliance will assist in securing initial funding for this initiative. Other local and state industry and trade associations will provide support and assistance.

THE PLANNING PHASE PROJECT TEAM

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Project Director	Jonathan Goldhill, Vice President, VEDC
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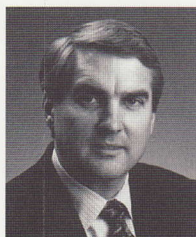


"Historically the San Fernando Valley has fought and undermined itself. Why? The major business organizations, the private sector and the public sector have never agreed on an economic development plan. The Economic Alliance united these groups and others who have collectively developed this plan. This plan is only the beginning. By continuing to work together, the Valley will become a world-class economy with unprecedented opportunities for all of its residents and become a force for positive change in the region."

John Rooney

President, Valley Economic Development Center

Project Executive Director



"In this project, we have had the deep satisfaction of helping the Valley form a new coalition of community organizations and develop the strategy that can positively shape your future. Now the strategy must be implemented. In years to come, I hope we will be able to look back on this project as the first in a continuing series of accomplishments for the Valley Economic Alliance."

Gary Anderson

Principal Consultant, Center for Economic Competitiveness, SRI International

Project Planning Team Lead Consultant



"During a working group meeting I attended, someone in the room mentioned an upcoming movie that mocked the Valley. In an inspirational moment, all 45 people in the room jumped to the Valley's defense, prepared for immediate action to voice the Valley's positive attributes. If this commitment and energy persists, the Valley is destined for success."

Kassandra Norstad

SRI International

Project Planning Team Consultant



"This public-private planning process is a leading-edge model for communities to organize around business issues. By getting the community involved from the onset of the project, a dynamic plan was developed, and more importantly, the foundation for its implementation was built."

Wilma Berglund

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J & M Costumers Inc.

Cordero, Lillie
Owner
Cordero Escrow Company

Dixon, Rod
Member/Technical Staff
Rockwell International

Dokken, John
Public Affairs
GTE

Fillpot, Joanne
Utilities Manager
City of Burbank

Grover, Diane
Southern California Edison

Howe, Janet
President
City Cuisine Group

Hubbard, Mark
CPA
Mark R. Hubbard

Huff, Janel
Business Development Specialist
CA Trade & Commerce

Machi, Alessandro
Owner
Slingshot Productions

Malik, Michael
R.E. Consultant
Ramsey-Shilling Co.

Mantini, Ed
Vice-President Sales
Western Studio Service

McMillen, Clifford
President
UPP Entertainment

Michelson, Steve
Vice-President
Michelson Food Services Inc.

Mills, Wally
Owner/President
Cinemill Corporation

Miranda, Anthony
CEO
Protocol

Podegracz, David
Sales Manager
General Industrial Tool & Supply

Reed, Debra
Special Assistant City of Burbank
Re-Development Agency

Robinson, Jack
Consultant
Valley Economic Development Center

Roman, Phil
President/Chief Executive Officer
Film Roman

Sherman, Gail
Vice-President
General Amusement Corporation

Tippitt, Stephanie
Marketing Manager
Learning Tree University

Weaver, Lynne
Vice-President/Owner
Interweave Entertainment Inc.

Wechsler, Winnie
Senior Vice-President New
Business Development
The Disney Channel

Wilson, Christy
Vice-President
Learning Tree University

Winter, Lanai
General Manager
Barber Technologies

VIII. ENTERTAINMENT TECHNOLOGIES WORKING GROUP

Binder, Brat
City of Los Angeles

Bogoratt, Marty
Vice-President
Dorn & Co.

Bussard, Steven
Bussard & Associates

Cluff, Cody
President
Entertainment Industry Dev. Corp.

Cordero, Lillie
Owner
Cordero Escrow Company

Gipson, Shaun
Industry Planner
Mayor's Office

Houck, Leanne
Producer
NBC (A & P)

Huff, Janel
Business Development Specialist
CA Trade & Commerce

Kingen, Larry
President/CEO
All Post Inc.

Kinzie, Ann
Executive Director
Reseda Chamber of Commerce

Kopp, George
President
Interactive Marketing

Teruya, Mike
Project Director
LA Mayor Richard Riordan's Office

Truelsan, Jill Ann
Vice-President/Manager
American Pacific State Bank

IX. TECHNOLOGY BASED/GENERAL MANUFACTURING WORKING GROUP

Arend, John
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Valley Economic Development Center

Aro, Joe
Director
Economic Development
Cooperation High Technology Council

Ervin, Gerald
Director Production Assurance
Litton

Friedman, Connie
President
The Human Aspect

Gibbs, Clark
Former General Manager
Energy Technology Engineering Center

Gipson, Shaun
Industry Planner
Mayor's Richard Riordan's Office

Goodreau, David
Chairman
California Industrial Leadership Council

Grill, Steve
Industry Planner
Office of the Mayor

Hitts, Ken
Business Development
Representative
Mayor's Office

Jaffe, Miriam
L.A. Business Representative
Mayor Riordan's Office of
Economic Development

Kasaba, Ed
President/Small Business
Administrator
Canoga Park-West Hills Chamber
of Commerce/Rockwell

Kemp, Steve
President
K & D Co.

Laura, Devalencia
Project Manager
Department of Water & Power

Mosher, Beckaa
Precision Dynamics Corporation

Mosher, Walt
President
Precision Dynamics Corporation

Newman, Jeff
Program Manager
Office of Strategic Technology

Porter, Clyde
President/C.E.O.
PL Porter Company

Rodine, Robert
Owner & Principal Consultant
The Polaris Group

Scott, Bob
Lawyer
Scott & Associates

Schaub, Bob
Director Human Resources
Precision Dynamics Corp.

Slifko, John
Legislative Assistant
Office of Congressman Berman

Snader, William
General Manager
Samco Scientific Inc.

Strache, Fred
Associate Vice-President of
Student Affairs
CSUN
Sweet, Art
President
Goromotive

Teruya, Mike
Project Director
Mayor Richard Riordan's Office

Wrightson, Skip
Former Consultant
Rockwell

X. INFORMATION BASED SERVICES WORKING GROUP

Bianco, Sal
Vice-President
Fremont Compensation Insurance Corporation

Branch, Bill
President/CEO
Northridge Hospital Foundation
Medical Center

Brehm, Pricilla
Vice-President
Morton Capital Management

Dixon, Rod
Member/Tech Staff
Rocketdyne International

Fittpaldo, Beverly
Vice-President of Government &
Community Relations
Health Net

Fuller, Robert
Vice-President
Metro Bank

Gallivan, Michael
Broker
Cushman & Wakefield

Gonzales, Phillip
Regular Vice-President
Bank of America

Jones, Millie
Public Affairs Director
San Fernando Valley Association of
Realtors

Kastner, Jill
Human Resources Director
National Staff Network

Keeler, Bruce
Financial Consultant
Smith Barney, Inc.

Kopolow, David
Vice-President, Manager
First Interstate Bank of California

Kretschmer, David
Vice-President, Treasurer
Blue Cross

Leto, Leonard
Manager Cash Management
Blue Cross of California

Mizrahi, Bonnie
AVP/Compliance
Foothill Independent Bank

Prince, Walter
President
Executive-Suite Services, Inc.

Selter, Marvin
President
National Staff Network

Simon, Jerry
Principal
Simon & Altman

Vazquez, Tony
Field Representative
LA City Councilmember Richard
Alarcon's Office

Vogel, Linda
Managing Director
The Prudential Insurance Co.

Wang, Ann
Instrumentation Engineer
Rocketdyne

XI. PROFESSIONAL SERVICES WORKING GROUP

Boardman, Dallas
Owner
Dallas Boardman & Associates

Dorbritz, Jan
Principal
Dorbritz Architects

Glassman, Jeff
Principal
Riordan

Grenlee, Don
Principal
Biotox Services

Hopkins, Ross
Owner
RBH & Association

Kermani, Vali
President
Immunobiogene

Kurtz, Steven N.
Law Offices of Steven N. Kurtz

Luenebrink, Don
CLUChFC
Connecticut Mutual

Maldonado, John
President
Dominion Engineering & Building
Constructors, Inc.

Mednick, Marcia
President
Marcia Mednick & Associates Inc.

Naiman, Jason
Investment Advisor
Morton Capital Management

Parker, Dorianne
President
Ideas Printed, Inc.

Reeves, Brian
Director
Miller, Kaplan

Tsang, C.K.
Chairman
Northridge Travel

Join the Economic Alliance of the San Fernando Valley in Partnerships for Progress

Over the past twelve months, nearly 500 Valley residents, business managers, educators, community and government leaders have worked together in more than fifty meetings out of a shared concern for the economic future of the San Fernando Valley.

From this effort, unprecedented in the Valley's history, has come a vision for the Valley's future that builds on the strengths of our industries and our residents to provide better opportunities for us, our children, and future residents.

More important, out of the vision has come a solid plan for action – *Partnerships for Progress* – outlined in this publication. Implementation of the plan will be coordinated by the newly-established Economic Alliance of the San Fernando Valley, itself a coalition of the Valley's business and community organizations.

We invite you to join us by working on these initiatives and supporting the efforts of your partners in the Valley's progress.

Declaration of Participation

*M*arshaling the ingenuity, resources, and expertise of the diverse communities throughout the San Fernando Valley has been the primary goal and greatest achievement of the Economic Alliance of the San Fernando Valley. In response to the challenges of a modern age that have refined the Valley's position in Los Angeles and created an opportunity to extend our reach into the global community, the Economic Alliance brought together dedicated private- and public-sector volunteers to undertake a massive economic assessment of where we are, where we want to go, and how best to bring us all there together.

*T*hrough thoughtful research, investigation, and collective intuition, the Economic Alliance identified the many assets Valley residents have long known about, but that must now

be focused, collected and marketed to the world. Our solemn pledge to the residents of the San Fernando Valley is to continue in our drive to improve the environment for living, working, and recreating in the San Fernando Valley, and to do so in a way that responds to the real needs of residents and businesses.

A new San Fernando Valley, built through the joint, coordinated efforts of each of our communities under the aegis of the Alliance, will serve as a model for the rest of the city. We pledge our commitment to guide and promote the growth of the Valley and all of its constituencies. We further declare our intention to ensure the San Fernando Valley participates in the expanding global economy, and enjoys the benefits of being included in the ranks of world-class business venues, thus securing our future.

economic
ALLIANCE
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