

EDC TRANSITION FROM EXISTING OPERATIONS TO STRATEGIC		Current	New Structure based on MSF Strategy		
Current Operations (as reported by staff during work session 2/16)	Notes to Activities (Time sheets are not maintained, difficult to est. time allocated to each activity)	Operations Reference	Based on Strategy Wheel Initiatives	Notes	Where work would fall from Existing Structure into 4 Initiatives and future work levels. <i>Note: Transition from one operating mode to another typically takes 1-2 years and includes phasing of tasks/activities based on priorities set by contract or by the board.</i>
1. Convener	Staff noted this was the #1 role of EDC, their ability to bring groups today. Considerable amount of time spent on this activity, however, no one specifically pays for this service. The range of convening is broad.		1. Existing Business Existing business include four activities	CRM System provided during MSF, available to cities, will assist in better tracking and managing both existing and new leads/prospects/projects	
		#2	Business First Program	Cities wish to take lead on all business retention calls, and would like to be advise of businesses calling EDC for assistance. EDC Role: Host CRM System, monthly meeting with ED Mgrs, provide assistance as needed with any company	Relieves staff from calling on existing businesses, cities take lead and call on EDC for higher value services. Time should reduce.
2. Leads / Prospects & Response	No formal program for business retention of attraction. There has been no funding for a business attraction program Leads are responded to as received whether existing or new.	#7	Direct Services	Energy Watch	Work remains same and increases with additional contract from the County, #7 Special Project
	According to reports, existing business assisted for expansion - 2014-5 2015-12 2016-1	#1	Industry Groups	Strategy recommendation: Convene industry groups to identify and address issues that constrain their growth. Start with Manufacturing. Workforce is also doing Industry Sector Partnership	Time commitment is based on how active the Industry Groups want to be. Using an intern is recommended for this activity to support the groups. If groups find valuable could be self funding. This should not be a big time commitment.
	New prospect leads average 25 per year, 2014-23, 2015-28, 2016-24. Average 80-90% of the leads are received by GoBIZ	#4	Travis	Many of the positions held by Sandy will be expiring. Will new president continue those? Are those needed to provide support and relationship with the base?	Assumes new president would take over some of this work.
	These numbers may be understated as there is no formal tracking system in place. A CRM system will help better track activity (delivered with MSF)	#2	2. Marketing & Business Attraction	Changes how Business Attraction has been done. This moves the EDC from Lead Response to Lead Generators including promotion of the County as a place to locate, includes communications, earned and social media. This was a priority from stakeholders. EDC has not previously had dedicated marketing funds to implement a program.	This changes previous work. Time commitment increases in this initiative. Time may be required for startup (training and learning) of CRM system for both existing and new businesses. This was the #1 priority heard from stakeholders on what they wanted to see more of. This is where cities want their investment to be going.
				Goal with more aggressive lead generating would be doubling 2016 leads in years 1 and 2, and increasing at a 20-25% level thereafter	

3. Assist Cities	Provide assistance in collecting data, accessing programs and special needs		#6		Regional meetings	Select the regional meetings that are most important to the mission.
			#3, #5, #7	3. Competitiveness	Work on initiatives that maintain competitiveness such as land and building, infrastructure, coordination with other entities Advocacy could be housed in this initiative and should include the ED Managers.	This has some new components and structure. Incorporates #3 assist cities, #4 special projects. Depending on how active the EDC wants to be involved with other entities this is maintenance of land and building and CEDS. Could be outsourced
					Regional Meetings that affect infrastructure, competitiveness.	
4. Travis	No formal program, participate as part of the TCC - Sandy Person Chair Sandy is also AMC Civic Leader, 3 yr term, expires next year TRAF Board, term expires summer of 2017 Sandy's time estimate 10-20% Travis P4 Partnership - active with CE complex and EUL Initiatives Travis is a key economic driver again there is no funding provided directly to support this work, EDC pays over \$5000 to Travis support		#3	4. Resource Center	The EDC provides assistance to cities for data gathering. Assuming Cities become investors at higher levels the data and website would be maintained to keep current given all data was collected during MSF. Also included in Resource center is increasing EDC presence through social media. This area could increase staff time depending on city specific needs of work from the EDC.	This is a "step-up" initiative to maintain a robust website and to push an online presence of Solano and Solano EDC
5. Advocacy	As needed on issues. Advocacy Committee.		#8	8. Administration	Office, books, membership	Upfront work may need to be done prior to hiring new director to ensure everything is in order
6. Regional Meetings	There are 14 organizations the EDC interfaces with several meetings per year Internal operations 30-36 meetings per year 12-20 Travis 10-12 Member networking events (golf tournament not hosted 2016) Board Commitments (Sandy) 20 Speaking engagements		#9	9. EDC Marketing and Network Events	Recommend reducing the 10-12 events per year to 4 very pertinent events.	Saving of President's time in planning, saving of Office Manager in promoting and organization. New systems in place for registration and paying which increase inefficiencies.
7. Special Projects	Special projects are contract or grant. These are typically staffed by outsourcing with oversight by EDC, such as, Energy Watch, Manex, Moving Solano Forward, Highway 12 Both the MSF grant and Manex projects ended in 2016.					
8. Administration	Office, books, membership					
9. EDC Marketing and Network Events	There are 10-12 events per year. Some have positive cash flow (not including staff time), most do not break even.					

EDC Organization - Tasks	Notes
Transition Plan - Months ending June 2017	Goal: Reposition EDC . Launch new brand . Reorganize to align with strategy and key initiatives. Secure \$250-300,000 in investment. Build confidence EDC can execute strategy. Meet performance commitments. Prepare for new President. Everything in order for FY 2017
1. In-house Policies	
<i>Calendar - shared, electronic</i>	Begin using a shared office calendar - training, review weekly at staff meeting. Pat to investigate and provide training to all staff
<i>Timesheets</i>	Highly recommend that time sheets be maintained to understand where time is being sent. Can use a system or just a timesheet. Should track time at least by hour. All need to use similar timesheet. See Memo Jan 9, 2017 from Chabin re timesheets
<i>Space</i>	
Space cost are one of the EDC's highest single costs	Should research if there is any way to reduce the cost of space at the current location, landlord becomes an investor donating 1/2 the cost of the space. Space has issues with consistent internet capability - use as a leverage point. Identify alternatives if lease will allow, i.e., co-sharing space and terminating lease.
Inventory all capabilities and equipment	Prepare an inventory of equipment that might need upgrading, and/or tools, such as, updated maps in conference room, built-in equipment for projector. Upgrades of computers or software.
<i>Cross-Train Staff</i>	EDC should institute a schedule to cross-train staff. With limited staff with one person out, things have to wait until that person returns, i.e., Pat with communications, email distribution, website.
<i>Use of new EDC Brand</i>	Prepare policy on use of the EDC Brand and who will manage the brand for the EDC
<i>Reporting</i>	Clearly outline reporting requirements of staff to President. Staff Meetings and preparation for staff meetings. Reporting out to investors - public and private
	Weekly briefs from President
	Monthly Executive Pulse - Lead & Existing Business Contacts to City Managers and County
	Qtrly report to Cities based on performance measures
	Investor Report - at least quarterly
<i>Performance Measures</i>	Define the specific performance measures to be used in reporting, set against goals.
2. Accounting & Revenue Policies	
<i>See Adm Executive Committee Item 3</i>	
Prepare policy and agreements for consultant pool	
2. Personnel	
<i>Organizational Charts</i>	
Transition - Jan - June 2017	Current chart with current staffing.

EDC Organization - Tasks	Notes
Repositioned FY 2017-18	Draft. Update when funding is more solidified.
<i>Roles & Responsibilities - Transition</i>	Hold meetings with staff on the roles and responsibilities to ensure transition is completed, tasks in the strategy are set for execution
<i>Job Descriptions</i>	Ensure there are current and up-to-date job descriptions for each position. A Job Description would need to be written for the proposed Corporate Accounts Manager that Sandy was to move to. This position may be eliminated without Sandy
<i>Interns</i>	Three intern positions have been identified to support 1) for manufacturing 2) energy watch and 3) potential real estate to assist with land and bldg inventories. Energy Watch intern should be brought on sooner if there is room in new budget from county to bring on and begin training. This will help JPaul with field work and could free him up in Fiscal Year 2017 to do business attraction calls.
<i>Personnel Policies</i>	Personnel policies should be review for consistency of benefits, vacation and leave, travel and auto reimbursement, for full time and part time and updated where needed.
3. Training	
<i>Schedule in-house training for personnel</i>	Website Communications Social Media Further training as needed for Executive Pulse Proposal development, GIS and Google Images Other identified by staff
4. Committees	
<i>ED Task Force</i>	ED Task Force name change, it is more than a Task Force.
	Define role with the EDC as the led for Existing Business, Business First! and a key role in defining the execution of marketing and business attraction
	Suggest agendas address local and regional issues and how they can collaborate on creating synergy and leveraging resources (discussed by ED Managers).
	Review to see if anyone needs to be added to the ED Task Force.
<i>Advocacy Committee</i>	An appropriate place for the Advocacy Committee would be under Initiative: Maintaining Competitiveness. Staff for competitiveness should update Advocacy Committee once a month on infrastructure projects, issues identified by the ED Task Force and other items that will be of interest to them and affect the business climate which there may need to be action.
<i>Other Committees Needed</i>	Given new strategy will other committee be needed around initiatives?

Transition - Executive Committee	Notes
1. Feb 22 Executive Committee	Review transition elements and challenges Priorities - Search for New President & Funding
2. Short-term Committees	
<i>Search Committee</i>	Search committee appointed at the Feb 22 Exe Com
	Copies of Job Description; draft search solicitation job description to Chair, draft to Committee
	Sandy's announcement
	Finalize Search Solicitation
	Sample EDC employment contracts
	Quals Package for Candidates
	Compensation Pkg, Employment Contract
	Posting President Position Opening
	Candidate pool screening
	Final selection process
	Start date
<i>Investor Committee</i>	Outline Investment Strategy, Funding Options, Benefits <i>See Buy-In Private for details</i>
	List of potential investors/donors
	Committee Meetings
	List of Board Members to assist with investment asks
	Strategy for outreach
<i>Identify Champions</i>	Board members who will attend presentations of the Solano Means Business strategy at City Council Meetings
<i>Other Funding Sources</i>	Contracts, Grants
3. Administrative Items - Accounts & Budgeting	
2017-18 Budget Scenarios	Executive Committee needs to review different budget scenarios based on probability of investments-public and private. Review expenses, staffing and Year 1 roll-out with a final budget recommended to the Board.
<p>Budget Scenarios prepared for Review. Five budget scenarios prepared March 17</p> <p>All budget were based on 2016 Year-End Expenses:</p> <p>*Revenue is estimated with revenue received at</p> <p>100% revenue is received keep all current staff including VP-4 staff</p> <p>100% w/o VP-3 staff,</p> <p>90%-3 staff,</p> <p>85%-3 staff,</p> <p>80% 2 staff, 1 PT</p> <p>(Note JPaul fulltime staff paid by contract non include in core EDC budget)</p> <p>*Fixed expenses remain the same as 2016-17 (only payroll changed depending on staffing for scenario) new President was estimated at \$135,000</p> <p>*Variable Expense - Marketing expense of \$100,000 was kept constant through all scenarios</p> <p>March 20 - 4 budget scenarios prepared after announcement that Sandy would be leaving. These budget sheet also include 2016 Revenue and Expenses-note: loss of \$50,000 Manex contract which EDC had for several years affects the budget and need for higher fundraising.</p> <p>*Revenue is estimated with revenue received at</p> <p>90% revenue with 3 staff (including Sandy),</p> <p>90% 2 staff,</p> <p>50%-2 staff,</p> <p>Mixture of funding levels (cities), 2 staff</p> <p>(Note JPaul fulltime staff paid by contract non include in core EDC budget)</p> <p>*Fixed expenses remain the same as 2016-17 (only payroll changed depending on staffing for scenario) New</p>	

Transition - Executive Committee	Notes
Move from membership organization to investor-based org	Verify with accountant or EDC legal that investment contribution meets IRS definition vs. membership
Review of EDC books by accountant, receive and file review, complete by Apr-May 2017	Per Jan 9, 2017 memo from Chabin - recommend having a non-profit accountant expert look at books. Will most likely be requested by President candidates to see accounts and audited statements or at least a review by accountant.
Prepare a document that clearly articulates the 501c3, c6 organizations and the method of accounting for each.	Document in writing and keep on file to ensure no mis-interpretation during transition or In future. It should be clearly outlined to Exe Com.
Change from calendar to fiscal year budget to align with city/county	This requires changing tax year of 501c3 (Tax Year Nov-October) and/or 501c6 (Tax Year Jan-December) File Form 1128 no later than the 15th day of the 5th month after the start of the changed fiscal year.
Use of 501c3 vs. c6	Discuss with accountant (above) or EDC legal representative which should be the primary organization c6 or c3.
Review 501c3 and c6 Articles and ByLaws	As part of repositioning , the articles and bylaws should be reviewed to ensure within compliance or update if needed to align with strategy.
Change from membership accrual to investor	This will save Pat and bookkeeper time as they now spread every membership over 12 months.
Change from hybrid to accrual system	The hybrid system is confusing using part cash and part accrual believe better to use one or the other - suggest accrual as you will always have a lag of time when invoicing on grants
Cash flow reports	Institute monthly cash flow statement for better management of cash
2017-18 Budget	Review accounting line items to ensure line items align with new proposed expenditures for strategy. Review Personnel line items, auto expense and stipend. At this time offering both - this should be addressed in personnel policies and appropriately addressed in accounts- stipend would be personnel cost where auto expense would be a travel expense. Adjust the 2017-18 proposed budget, prepared December 2016, to address new president and other potential staffing costs or expenses.

Buy-In & Investment - Public	Notes
<p>Outcome desired: Plan A: Initial projected goal (August 2016) was \$265,000 pubic and \$265,000 private Plan B: If funding is not raised do actions cut - decision of Executive Committee. Plan C: Would there be an opportunity where the County would consider funding core program at \$350-400K, providing space; use 501c3 to raise funding for Marketing and Business Attraction as a separate effort.</p>	
1. Request for Economic Development Investment	
<p>Public Request Model-MSF research identify most used model was per capita. Recommended as a start was \$.40 per capita for each city with a request to the county of \$100,000. Upon discussion with Economic Development Managers, revised request to be a \$.20 per capita for the base operations of the EDC, and an optional \$.20 that would be dedicated to the marketing which was identified as the priority activity and which previously the EDC has not had funding to implement.</p>	<p>Prepare draft letters, sgnd by Louise and Sandy. These maybe follow-up letter to presentations</p>
2. City Manager Schedule	
Schedule	Ask ED Mgr of each city to schedule or to attend meeting with City Manager, do as joint meeting to review MSF, what EDC will do and find out priorities of each city
	Schedule of Meeting
Materials for Mtg -Draft MOU, Org Chart	Revise MOU per comments received,
	Draft MOU send back out to David White, Jeremy Craig, Don Burrus and Mario Giuliani
	Prepare org charts-Transition, Plan B and Future 2017-18. 3/21 Revised org charts per Sandy announcement of lvg in July 2017.
	Excerpts from Final Report and Funding Model
MOU Review by ED Task Force	

Buy-In & Investment - Public	Notes
3. County Meeting Schedule	
Birgitta Corsello, Cao	Another meeting to further discuss Plan C or other alternatives options if cities do not commit to funding
Supv Brown	
Supv Hannigan	
Supv Spering	
Supv Vasquez	
Supv Thomson	
4. Supervisor-Mayor Meeting	
Call Supervisors	If needed, ask Supervisors to have meetings with Mayors to support the EDC request and moving forward on all plan that benefits all
5. City Presentations Schedule	
Schedule	Schedule City Council Presentations in April, after meetings with City Managers and ED Staff
Rio Vista	Funding not requested at first presentation.
Dixon	
Fairfield	Presentation made, council gave direction to put in budget
Suisun City	
Benicia	
Vacaville	
Vallejo	
6. Contracts and other agreements from organizations	
Value to them and to EDC	Review current agreements, identify opportunities where what EDC does is beneficial to both organizations. Identify if opportunity to investment more dollars
	Manex
	STA
	Workforce Development
	Other Workforce Entities
	Utilities
	Ready Nation

Buy-In & Investment - Private		Notes
Outcome desired: Increase private sector investment from \$140,00 to \$266,000-\$300,000 (increase needed for 2017 \$126-		
1. Administrative	Goal	
Move from membership to investment or sponsorship		This should be reviewed by corporation's accountant or whoever is reviewing EDC books for moving fiscal year and transition.
2. Existing Investors	Goal	
<i>Note: this may require some review and restructuring of benefits offered but benefits should be kept to minimum and simple, the investment is truly to help fund improving the economy.</i>		Typical levels of fundings for EDCs: \$25,000 Solano \$7,500 -10% \$15,000 \$5,000- 12% \$10,000 \$2,500 - 20% \$5,000 \$1,000 - 48% \$2500 non-profits \$500 - 10% \$1000
Add three new membership levels: 1) Solano Means Business Patron \$25,000 2) Economic Leader - \$15,000 3) Champion - \$2,500 (see below)		1) Is there a champion that would be a \$25,000 Champion from the existing membership? 2) Would an existing investor pledge a challenge...i.e., commit an investment of \$15-\$25,000 that needed to matched?
Chairman's Circle \$10,000 - change from \$7500 to \$10,000 membership level Ask Chairman's Circle Members to increase \$2500 (or if they would consider one of the new levels to support launching MSF) If all 6 Chairman Circle investors agreed to increase \$2,500 = \$15,000	15000	10% of the members are Chairman's Circle \$7,500 Hold personal meetings to request they move to \$10,000 level and increase their investment by \$2500 would they consider an higher investment (use the data on discretionary spending created). Associated Builders & Contractors Inc. Electrical Contractors Trust of Napa/Solano Fairfield Suisun Sewer District Republic Services/solano Garbage Solano Transportation Authority Syar Industries
Executive Member \$7,500 - change from \$5000 to \$7500. Ask members to increase investment for 2017 by \$2500 If 5 of the 7 committed = \$12,500	12500	12% of the members are Executive Members. Hold personal meeting to explain MSF and the benefits of working together to promote Solano and economic growth, would they invest \$2500 more or move to the Chairman's Circle Visit Vacaville Solano County Office of Education Recology North Bay Healthcare Kaiser Permanente Genentech, Inc. First Northern Bank
Corporate Member \$5,000 - change from \$2500 to \$5000 If 7 of the 11 committed =	17500	19% of the members are Corporate Members. Personal meeting to explain MSF and the benefits of working together to promote Solano and economic growth, would they invest \$2500 more or move to the Executive Membership or Chairman's CalAtlantic Homes Cushman & Wakefield Jelly Belly Candy Company Reynolds Law LLP Solano Community College Touro University Travis Credit Union Valero Refining Company Vallejo City Unified School District Westamerica Bank

Buy-In & Investment - Private		Notes
Champion \$2,500 - add a new member level Champion \$2,500. Write a letter to all existing Business Members if they would be willing to invest \$1500 to be at the Champion level to support MSF. If 40% accepted higher investment to Champion=\$16,500	16500	47% of the membership is at \$1000 level. This should just be a compelling letter from the existing committed investors, enclosing the MSF brochure and outline what will be coming in the next year and the value that will bring to community and businesses. Have a team that is willing to talk with the investors.
Ambassadors \$1,000 - set a new level titled Ambassadors		Some of above will only want to be at \$1000 they would move to be Ambassadors. Possibly identify activities as an ambassador role.
Subtotal	61500	
3. Organize Like-investors into Leadership Council Groups		It is easier to provide value to a group, easier to think who could be members by a group and when in a group there can be peer pressure to also be an investor to reap the benefits and be recognized. May need to think about how value is added for their investment.
Industry Leaders - \$2500 This would tie to the Industry Group work of the EDC where there will be value in what the EDC does and provides to industry. <i>Could offer if they invested at Corporate or Executive, a video of their company would be added to the EDC website and they could have for their use</i>		Initial existing members targets (there could be more - the membership list needs to be reviewed) Cole Supply Company Icon Aircraft Simonton Windows Jelly Belly Candy Company Valero Refining Company of California Genentech Who else can be added to this list?
Community Building Council - \$5000 Those involved in real estate arena and who are uniquely positioned to assist with attracting prospective companies or those that benefits from the growth of the jobs, i.e., housing. This group could meet quarterly with the ED Task Force to evaluate current Solano markets and opportunities, competitor markets and with the EDC and Task Force on competitiveness of Solano County, such as, infrastructure development.		Those that are existing members (there could be more, the membership list needs to be reviewed): Archer & Ficklin Land B&L Properties Buzz Oates Colliers International Lennar Mare Island Terra Realty Advisors, Inc. The Wiseman Company Tulloch Construction Carl Recknagel General Contractors Cushman & Wakefield Who else?
Other potential councils where there are existing members that could be grouped are:		
Financial \$5000 - links in finance sector of new website, referrals of perspective clients		
Health Care \$7500 - benefit/value can be added is through existing work efforts for the industry		
Workforce & Education \$5000- \$7500 - value/benefit collaborative work to promote education in Solano County, and bringing specific industry perspective to the table - this would be a collaborative effort (both are publicly funded this would be supported EDC that doesn't have the source)		These could be contract for services.
4. New Members - Patron \$25,000 & Leader \$15,000		
Create a list of potential Patron Investors (est. 1)	25000	Investor Committee create list of at least 4
		Identify person at company to talk with
		Who has personal relationship for call

Buy-In & Investment - Private		Notes
		Two people schedule appointment to ask for Investment
Create a list of potential Economic Leaders \$15,000 (est. 3)	45000	Investor Committee create list of at least 7
		Identify person at company to talk with
		Who has personal relationship for call
		Two people schedule appointment to ask for Investment
5. New Members - Other Levels		
Create list of new members potential. <i>(Est 60% join avg \$1250, except tourism)</i>	16250	Brainstorm List to start:
1. Categorize like-groups (if decide to use Leadership Council model, put those in those categories and schedule for call)		McKinely Partners
2. Identify member level request (target at the highest paying investor in that group)		ASB Properties
3. Those most likely to be Ambassador Level - send letter with background information		Discovery Builders
4. Those at all other levels: who has relationship, who should make the call and when		Citation Northern
5. New member follow-up letters		Fairfield Tourism - value, heads on the beds from business is 50-60% of hotel night stay. Visit Vacaville is at \$5000
6. Add to communications list		Vallejo Tourism
		DeNova Homes
		DR Horton
		Carlson, Barbee and Gibson
		Lewis Operating Group
		Jones Lang Lasalle
		Suisun Valley Vintners Growing Association
		Solano First Credit Union
		California Statewide CDC
		HJ Shein
		Ridgeline Property Group
		Phillippi Engineers
		Creegan & D'Angelo
		Richmond American
		Solano Irrigation District
		Solano Water Agency
		Marriott Courtyard - Brian Tarvin 707-422-4111
		Synder Filtration
		Property owners of featured properties
		Personnel agencies
Subtotal	147750	
6. Recruit board members to assist with		
7. For Discussion - New Investor Levels		
Specific sponsorships		
Leaders dinners (private, key people)		
Where possible, write stories on members for earned and social media - could be program or company oriented		Pat is developing a communications calendar so as members are being recruited good to identify a good story about them, i.e. Education - what they are doing that help meet the EDC mission, company with unique story

Buy-In & Investment - Private		Notes
8. Referral and/or agreements from organizations or consultants		
<p>Develop policy and agreement with vendors where EDC refers a client and the vendor agrees to a referral fee if the work pans out.</p> <p>This should not be exclusive to any group but broad based</p> <p>EDC does not want to be pushing any vendor on local companies it must be passive, <i>here are vendors that provide this expertise.</i></p> <p>There should be list of vendors that provide certain expertise</p> <p>Referral should not be conditioned upon some level of work that the EDC has to deliver</p>		Review Manex referral agreement and it's basis.
10. Support Materials		<p>Key message - we have tremendous amount of assets, we have opportunity - we are just not on the radar screen. We also have a lot of work to do to keep our competitive advantage.</p> <p>Be prepared to talk about transition and restructure of the EDC</p> <p>Moving Solano Forward video and website www.solanoedc.org (when launched)</p>
New Investor letter		
Investor letter for upgrading \$1000 members to \$2500		
Use MSF 4 pg handout		
Use impact data of ripple effect to industry		
If needed take recent published articles		
Consider specific "value/benefits" to specific investment targets		Such as, video; leadership council engagement
Long term - need to prepare a professional investment package		
Ensure all members receive communications and a call twice a year.		
11. Media Exposure		
Schedule Champions with editorial boards, radio and TV?		How do we identify public and private champions (such as Erin) to help us with the sell.

Brand - Materials	Notes
1. Switching to new EDC Brand	
Materials were approved and ordered: Business systems Business cards Podium Logo Icontact for MSF Roll Out Event registration program Report Cover Power point	
2. Potentially Outstanding Items	
Email signature – be consistent	
Standard icontact	
Newsletter	
EDC Folder	
3. All documents that need to be updated to new look	
Investor (Membership) Package	After review by Investment Committee, possibly new membership levels, categories and benefits, update investors package
Solano EDC Overview	One page write-up
Review and update Mission Statement	Recommendation 1: Positively impact the economic growth of Solano County by maintaining and enhancing a competitive location for businesses to expand and locate, provide direct services to scale local industries, attract new jobs and investment, and collaborate with cities, county, workforce development, utilities and education in connecting business with resources meeting their needs.
	Recommendation 2: Dedicated to the economic growth of Solano County - scaling key industries that contribute to the economy, attracting new jobs and investment and maintaining competitive advantage for both existing and new businesses.
Program Write-Up	Recommend developing one page write-up on the four initiatives.
Org Charts	Prepared for EDC Organization Tasks, update to final structure.
Press Release and Announcements	Use new templates, keep all on file for reporting and posting on website and Facebook
4. Roll Out	Friday, March 10 , 2017; Time: 7:30-8 am Registration, 8-9 am Program, Place: Hilton Garden Inn, Cost: \$27 for members; \$37 for non-members Sponsorship opportunities
5. EDC Networking Events	
New online registration system	Use new online promotion, registration and payment system
Schedule events	Recommend that the EDC move from 10-12 events to 4 per year, based on any contracts with the County or other entities Schedule 3 events for the remainder of 2017.
EDC Presence - See Communications	Increase EDC's presence via reports, newsletters and social media

Communications Timeline	Method & Notes
Objective: Continue to create awareness of EDC and Moving Solano Forward, sustain the buzz for implementing	
Contract: Using services of Hero CMO to assist with training, social and earned media development	
1. Preparation	
Work sessions with Hero CMO and Pat	
Set up Facebook, create Facebook strategy, launch.	Pat and Val working together
Content Creation and scheduling. Establish content calendar.	Set a calendar of potential news to post on blog to keep fresh. Outline blog and social content.
Press Releases	Prepare as needed
Set up Google alert to track articles	Post to Facebook and blog and link to articles
ED Task Force Meeting	Take notes at meeting of key activities, success, upcoming event that are being done in a city or as a collaborative - report on website and in weekly/monthly reports
Media list - maintain and continue to build	Local media - print, Radio, TV Regional media Business Journals Trade Journals Association Journals
2. Post Event (Mar 10) Promotions	
Post brief sentence and link to articles written on events or announcements.	Should be done within 24 hours to be relevant and responsive
Bylined "opinions" to be submitted to papers	Identify and write if necessary an opinion from a board member or champion of the values of EDC, collaboration and becoming known in the region.
Opinion published by Reporter 3/18 on Education	Ask education board member to issue an opinion that as part of the initiative for workforce is convening education, workforce and industry to address their need. This is a exciting opportunity for collaboration versus silos.
3. Website	
A punch list of information that can be added to the website has been provided. Areas that need direct input from EDC and which will enhance the website.	Website punch list should be worked through at least weekly to continue to add information. Provided in excel format to use as a guide to note what is completed and new items can be added to maintain a running report of updates.
Bring in intern from UC Davis writing class (see punch list)	
Website needs to be fresh with new content weekly - biweekly	
Featured buildings and properties	Update monthly. Outreach to member brokers for new buildings to feature.
Work with Cities to prepare Case Studies of recently expanded or located projects.	
Begin populating the industry section of the website with more information on the industry itself.	Prepare industry sector reports that can be download which provided detailed information on the industry, such as, industries located in Solano County,

Communications Timeline	Method & Notes
3. Weekly Communications	
Email from President on weekly tasks/accomplishments to stakeholders most engaged and needed for continued buy-in and support. Distribution list: City Managers, Elected Officials, ED Task Force, BOD, members - no media	Should include brief snapshot of progress on initiatives, successes, links to articles, ensure communication for at least one "initiative bucket" each week. Formatting email - use key messages from strategy, report by initiative to start aligning discussions
Social Media Execution: Facebook & Blog	Schedule, Engage, Respond
Weekly or bi-weekly reports to Board from Investor Committee on meeting fundraising goals	Work with investor Committee
4. Monthly Communications	
Monthly report to City Managers and ED Managers These reports could be good for leadership council investors (if this is set-up as part of investor strategy)	Use Executive Pulse to pull report for lead and prospect work
Board / Executive Meetings	Include monthly synopsis of progress, successes, metrics as they relate to each of the 4 initiatives.
Website updates	Keep fresh with new information schedule inputting new information Update featured buildings or sites (obtained from broker members)
5. Quarterly Report	
Send email to: Investors, stakeholders, etc.	MSF investment report, include data dashboard. Include highlights of transition and progress on Initiative Buckets in more detail, one section on leads and business, job opportunities.

Communications Timeline	Method & Notes
6. Story Lines for Earned Media/Case Studies	
Story, Case Study and Press Releases (samples below)	Begin a list of stories that could be used for press releases, earned media and case studies for the website. Need to boost all exposure
What <i>Business First</i> means to the ED Manager	Consider a series of stories about each city and same cases, testimonial from company, such as:
	Suisun floating B&E announcement
	Continuing stories on Blue Apron
	Progress of manufacturers and their needs
	Workforce's Sector Partnership with Health
	CalCompete business awards
	Partnership with CMTA
7. As Needed from Hero CMO:	
Website Training	Ensure key members of EDC are trained on adding content and updating the website as needed. Minimum of 2 people.
Press Releases	Newsworthy actions: New Executives, New Business, Groundbreaking, Openings.
Media Interaction	Submit story ideas: local & regional
EDC Events & Marketing	Trade Shows, Events, etc. Photos, Write-ups for blog and social media, media coverage
Slide Share Presentations	Upload PowerPoint's & Text to Slide Share for sharing and visibility
New social media channels	Linked In

Initiative Existing Business	Notes
Business Retention & Expansion	Ref: MSF Strategy, Task 2.4, Initiative 1, pg 11-16
Policy - cities take the lead for BRE programs in their cities and unless called upon by the city the EDC will operate in support role to calls from cities.	
Note: <i>Some cities do not have full time economic development staff and may need staff assistance from EDC to do local calls</i>	
EDC Role: host the CRM system for the cities, monthly meetings, promoting Business First, support industry groups. EDC has other services that will be provided to businesses under the Initiative Existing Businesses	
1. Executive Pulse CRM System	
Host ExPulse CRM System for all cities	Provide coordination between cities and ExPulse on hosting system, getting everyone set up and acquiring the Outlook app for using mobile devices in the field.
ED Task Force	Rename to something chosen by Task Force. Monthly agenda to discuss progress and issues in outreach. Schedule training and webinars as needed.
Input Solano EDC Existing Business Clients	Input all existing business clients (those currently being work by the EDC) into ExPulse
	Prepare "survey" instrument and upload to ExPulse
2. Branding Business First!	
Recommend each city refer to program as Business First! to create recognition as part of the collaborative efforts/outcomes of Moving Solano Forward	Discuss at Task Force meetings how Business First can be coined and rolled out in each city
	Should there be a roll-out date?
	Should there be a leave behind, branded Business First! i.e. business card disk with resources or just a Business First! card with services available to the businesses?
	Communications and media around Business First?
Identify Business case studies	Work with ED Managers to identify good case studies that can be used for social media, websites (EDC and cities).
Leverage Business First! with other services	Energy Watch materials, brand with Business First! in addition to Energy Watch.
2. Industry Group - EDC calls on Traded Sector Existing Business	
Industry Group Manufacturing was the first to organize. It is still in the formation stage.	EDC provides support to the group in getting information and getting others engaged. For an industry group - work is driven by the industry itself.
Industry Group Manufacturing - Intern	Ask CSU Maritime for intern candidates that may want to work with manufacturers.
Join CMTA regional groups	Support the manufacturing sector by sharing information from CMTA on legislative issues.

Initiative Existing Business	Notes
Connect manufacturers with resources	Through email contact list, send information on programs and resources that could be beneficial to them, such as, Sales Tax Exemption, CalCompetes, Energy Rebates
<i>If EDC decides to do outreach to Industry Group-Manufactures</i> Create a list of top 25 traded-sector (manufacturing businesses) to be called on.	
Input client base info to system	
Create schedule of businesses to be called on over Apr-May-Jun	
Advise cities these are the mfg to be targeted	Ask if they would like to attend meeting when scheduled
Review survey and information to gather during meeting	Ensure during meeting questions for the survey are responded to so reports can be sent out
4. Cities - Leverage Services	
For smaller cities, meet to discuss how EDC staff time can be leveraged to help with business outreach particularly in their primary markets, i.e., Suisun small retail market.	Schedule meeting Look at in-house capacity to leverage Energy Watch calls with small business calls that could double for cities where all the businesses are small and fit the energy watch categories. Meeting with cities to find out information they would like to know on the businesses, during visit be aware to identify other needs, such as financing.
5. Energy Watch	
Leverage this program as part of Business First!	Adopt brand and use on marketing materials along with other required logos.
	When new EDC folder is designed/printed also use for Energy Watch.
	Have cities include their materials in the packet for visits in their city which can be left as a "leave-behind".
	Advise cities when calls are being made in their cities to small businesses.
	Integrate Energy Watch into the EDC's program services.
6. Implementing Existing Business	
Implementation tactics are fully outlined in MSF, Task 2.4, page 11-17	
Year 1	Coordinate with Cities. Fully implement CRM Executive Pulse. Assist as needed Mfg Industry Group to organize and identify priorities. Travis - continue to work with Travis as a key economic driver, work with TCC to become liaison and administrator on behalf of TCC. Continue Direct Business Services (energy watch).

Marketing & Business Attraction	Notes
Goal: Implement creating an awareness of Solano County as a primer location and increase leads.	Ref: MSF Strategy, Task 2.4 Initiative 2, pg 17-25
1. CRM Executive Pulse	
Input all existing BA leads into CRM system.	This will add to efficiency of reporting and tracking. This may require more training. Complete BA Survey to capture data for reporting.
All inquiries, leads and prospects should be entered into system for tracking, follow-up and reporting.	All staff need to be using system and uploading leads and data.
2. Database and Targeting	
Input Site Selector list delivered with MSF into CRM and email system.	
Screen lists provided by Rob Eyler to identify target businesses to add to mailing list to receive information from EDC.	
3. Lead Distribution-Proposal Process	
Prepare process of how leads will be processed and distributed to ED managers.	Include how EDC will utilized MSF 207 Site Database to identify potential sites that meet lead criteria. Do early research to save time for ED Managers. Send final proposal back to cities.
Meeting with ED Managers	Review with ED Managers and obtain agreement on processing leads and process for handling proposal development. Review the database of 207 Sites and Featured sites. What info EDC has on the sites and what it doesn't have. How to continue to streamline process and improve client proposals (see Competitiveness).
Building lead process - how to engage brokers investors	Review with ED Managers process of engaging members brokers in the lead process when clients is requesting buildings. Process: Send member brokers any requests for buildings to get their feedback, circle back with ED managers on those bldgs. Do Loopnet search. This would add value to their membership.
Proposal template	Prepare various pieces for proposal to achieve quick turn around. Use from materials created with MSF. <i>Note: a new draft proposal for Project Cap can be used to review and make suggested changes/additions</i>
Maps tools	Use mapping tools to identify locations, and site data to enhance proposal.
4. Marketing Materials	
Quality marketing materials are needed to fully implement this initiative. Recommended in budgeting that budget be set aside Yr 1 to produce materials such as: Maps, brochure of each city and their business parks	
Reports that can be helpful in attraction process: Industry Sector Reports Current Wage and Salary Surveys by Sector	As time and money permits, add marketing collateral to support business attraction efforts and provide quality data to businesses.
Tools that will enhance business attraction: Impact Analysis Metro Comp	

5. Creating Presence in the Marketplace	
Begin social and earned media (see Communications)	Contract for services until can be brought in house. Hero CMO on limited contract for training with Pat, social media, story line and working on earned media till end of June.
6. Implementing Business Attraction Strategy	
Implementation tactics are fully outlined in MSF, Task 2.4, page 25-26	
Year 1	Design Concepts Initial Marketing Collateral Social & Earned Media Direct Marketing to Bay Area Companies Retain 310 Marketing for Prospect Appointments Broker Meetings Planning Yr 2-5 with ED Task Force, engage them in developing outreach plan
Year 2-5	Continue above Increase outbound activities (if funding supports) Increase direct marketing Increase social media channels and earned media with Journals
Performance Measures	
Select appropriate performance measures as identified by the Project Review Committee, Task 2.4	

Competitiveness	Notes
Goal: Champion strategic projects that improve Solano county's business climate and competitiveness	Ref: MSF Strategy, Task 2.4 Initiative 3, pg 26-29
1. EDA CEDS	
Prepare the County's first CEDS document	This is in process. Contractor Sean Quinn is project manager.
Meetings with each City	Review capital and economic development projects to be listed in the CEDS
Organize review, public meetings and adoption	
2. Workforce & Education	
Continue to participate in Industry Sector Partnership meetings - Healthcare & Manufacturing	
Year 1:	
Work with workforce and education, K-12 & CTE, on creating a coalition to address needs of key business sectors.	
Provide information to coalition on critical positions needed by employers and critical training needed.	
3. Transportation	
Work with STA in preparing impact reports for specific transportation projects.	Prepare scope of work, timeline and budget. Contract for services.
Meeting with transportation to list capital projects in CEDS.	
4. Implementing Competitiveness Initiative - see MSF Strategy and Tactics	
Year 2-5 Above should be continued and below added in years 2-5	
Land & Building	
Begin completing site sheets and maps for remaining Tier 1 Sites, start on Tier 2 Sites	MSF delivered a database of 207 sites evaluated as Tier 1, 2 or 3
Utilize a Real Estate Intern from Sac State to assist	
New completed site sheets put into marketing templates	Update website as needed
Set up a site portfolio system for site retrieval for organizing proposals.	
Brokers - engage the brokers in the process of featuring buildings to promote.	Meetings with brokers to explain how the EDC will be marketing, featured buildings on the website, submitting buildings for proposals. Keep website fresh by rotating featured bldgs on the website.
Long-term - consider having the Tier 1 sites certified to help with marketing	
CEDS	
Annual Update	Requires meetings with cities, entities and public meeting.

Infrastructure & Assets	
Assist cities in reviewing and accessing infrastructure programs, such as EFID or CDBG	
Further identify key assets and their value to Solano County and businesses - prepare materials to promote in proposals, brochures, media and website.	Solano has a great many assets that could be further promoted, need more information, case studies to promote, how these differentiate the region from competitors. Assets such as: CSU Maritime - an engineer university Solano College Touro
Permit Streamlining	
This item was identified by the Project Review Committee to work on.	Meeting with ED Task Force to put on their agenda to address
Advocacy Committee	
The work of the Advisory Committee should fall under this initiative.	Early issues appear to be around Air Quality new regulations
Performance Measures	
Select appropriate performance measures as identified by the Project Review Committee, Task 2.4	

Resource Hub	Notes
Goal: Create and maintain a one stop data source used by businesses, corporations, site selectors and others to make strategic decisions.	Ref: MSF Strategy, Task 2.4 Initiative 4, pg 30-33
1. Website	
Beta Site	Review and comments back to MC2
Launch new EDC Website	
Work out bugs and changes	
Website Training	Vendor conduct training series with staff
Keeping it fresh	See communications
2. Implementing Competitiveness Initiative - see MSF Strategy and Tactics Year 1-5	
Organizing and distributing research reports	
Distribute resource materials developed in MSF to partners.	Data Book Infrastructure Financing Guide Post data book as a download
Index Report	Post to Website
Industry Reports	This task involves tracking current reports on the county and/or industries re trends, changes and opportunities, post to websites, advise industry groups.
Research Reports	Special Reports posting in industry section of the website.
Post local surveys that will be helpful to target industries	
Data Updates	
Monthly, Quarterly and Annual updates to data should be schedule to ensure data is current	All data is sourced for updating. Needs to be schedule.
Connection Source	
Maintain current data and contacts for resource connections on website and for responding to calls	RMDZ Financing Lean Manufacturing Tax Credit Programs Utility contacts In Data Book
Consultant Pool	
Maintain a qualified pool of consultants	
Performance Measures	
Select appropriate performance measures as identified by the Project Review Committee, Task 2.4	