

Madera County Strategic Marketing Plan



Madera County Economic
Development Commission
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"...where nature's treasures, friendly people and commerce connect."



STRATEGIC MARKETING PLAN

OVERVIEW

Campaign Overview	
Name	"Madera County... The Perfect Location"
Time Frame	January 2011 to June 2014
Background	<p>Madera County remains poised to experience industrial growth over the next few years with proper planning and marketing. The Madera County Economic Development Commission (MCEDC) implemented a process to undertake proactive marketing of the county. In July 2010, a commissioners meeting was held to review findings from industry interviews and potential marketing strategies for the county. During this process, issues were addressed as they relate to Madera County's effectiveness to create new investment and jobs for the communities of Madera County.</p> <p>MCEDC has initiated a vision with the common goal of job creation and retention through coordinated actions by MCEDC, cities, the county, partnering agencies, and schools. To carry out this vision, a funded plan must be in place and buy-in must occur from all public agencies. This marketing plan demonstrates actions toward making that goal a reality.</p>
Product	<p>Attraction Madera County is strategically positioned in the West Coast Distribution Channel in California's Central Valley between Merced & Fresno. It is served by three highways (41, 152 and state route 99), two railroads (Southern Pacific and Burlington Northern Santa Fe) and is 2 ½ hours from 3 Ports (Stockton, Los Angeles, & Long Beach). With the large selection of commercial and industrial parcels available, Madera County can provide a cost-effective option for any business. From prestigious business parks to undeveloped commercial properties, most of the available property is served by well-developed civic, business and communications infrastructure.</p> <p>The Madera County real estate market offers a viable alternative to California companies. Madera's industrial real estate market is comprised of more than 7 million square feet with about a 12 percent vacancy rate. Available improved properties range in size from 2,500 to 400,000 square feet. Available land, up to 600 acres, includes fast-track, build-to-suit options with plenty of room to grow.</p> <p>Retention/Expansion MCEDC recognizes continued growth of companies currently located in Madera County is one of the most effective ways to create new jobs in our communities. Keeping the pulse of existing businesses is a critical component of MCEDC's business campaign.</p>
Target Market	<p>Attraction The primary audiences include: brokers/developers; light manufacturing, warehouse distribution, food processing companies and retail. The targeted geographic area for marketing to brokers is the greater San Francisco Bay Area, Phoenix, Texas, Chicago, New York, Atlanta, Denver, Sacramento, Fresno, and the greater Los Angeles area. For companies, the primary audience will be companies that require a West Coast Location.</p> <p>Retention/Expansion The primary audiences include: Local Industry, community leaders, public department heads, business owners/managers and the general public.</p>
Activities	See Marketing Plan
Goal	<p>Attraction The goal for the project is conducting quarterly marketing missions which will result in brokers and site selection professionals becoming aware of opportunities for their perspective clients. The long-term effect of the project will be to change Madera County's image into a premier West Coast location. This will be achieved by contacting brokers and businesses and placing marketing materials in their possession.</p> <p>Retention/Expansion Develop an awareness of MCEDC's services and create solid working relationships with local industrial and commercial businesses to make sure they are satisfied with the local business atmosphere. MCEDC should advise businesses about workforce and incentive programs offered through the state, county and city levels. MCEDC should act as advisors for expansion needs and advocate for fast-track treatment and quality service to local businesses.</p>

"Madera County... The Perfect Location"

STRATEGIC MARKETING PLAN

INTRODUCTION

The “Madera County...The Perfect Location” Marketing Campaign provides an innovative approach to changing or enhancing perceptions of Madera County in order to create new investment and jobs in the community. The key to this campaign is to start within the community and take stock of local needs, attributes and potential. The campaign involved interviewing over 40 large businesses in Madera County with respect to doing business in the County.

The building blocks of the marketing efforts are detailed in the following steps:

Implementation and Management of the Madera County Campaign

Goals	Objective	Tactics	Results
1. Research of Community and Industry targets	Interview stakeholders and businesses; researching statistics; defining and profiling target industries; and subscribing to necessary on-going information sources.	<ol style="list-style-type: none"> 1. Local industry and stakeholder interviews (City Council, Staff, etc.) 2. Local Economic and Community Research 3. Target Industry Research 	<ul style="list-style-type: none"> • An Industry Study was completed in 2010
2. Increase Image and Awareness	Brochures and advertising necessary to convey our message and attract attention. Slogan: “The Perfect Location” Tagline: “...Where nature’s treasures, friendly people and commerce connect.”	<ol style="list-style-type: none"> 1. Develop effective marketing materials 2. Public Relations Program 3. Website enhancements including a Real Estate Database 	Published Marketing Materials <ul style="list-style-type: none"> • Real Estate Update • Annual Report Public Relations <ul style="list-style-type: none"> • Annual Economic Summit Luncheon (fall event) • Annual State of the County Luncheon (spring event) • Eggs and Issues Events Electronic Marketing <ul style="list-style-type: none"> • Monthly Newsletter • Facebook • LinkedIn Website <ul style="list-style-type: none"> • Website was reorganized and enhanced in 2008 • A Property Database is maintained with available commercial and industrial sites in Madera County • Tools for Business database: A database that includes business resources and advise. • MCEDC’s Website is updated on an as need basis
3. Target Marketing	Delivery of the message/marketing piece to the prospective business through direct mail, trade shows, special events, industry and real estate contacts.	<ol style="list-style-type: none"> 1. Develop a Broker and Tenant Representative Contact Program 2. Participate in trade shows and other attraction activities with California Central Valley Economic Development Corp. (CCVEDC). Join 	Marketing Missions Missions are planned with a Direct Mail Campaign followed by a Call Campaign designed to schedule personal appointments with interested Brokers or business owners. In 2010: <ul style="list-style-type: none"> • 7 Broker Missions were completed • 79 Broker meetings • 3 businesses meetings

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		economic development centered associations.	<ul style="list-style-type: none"> • Broker Database <ul style="list-style-type: none"> • MCEDC maintains an email mailing list of over 300 Brokers. Brokers are emailed information on a monthly basis. Tradeshow Exhibits <ul style="list-style-type: none"> • MCEDC Exhibited at 2 national tradeshow in 2010
4. Lead Management	Management and follow-up with leads in contact with MCEDC. This includes database management, client follow-up and general information responses to businesses and brokers.	<ol style="list-style-type: none"> 1. Lead generation 2. ACT Database for contacts and prospects 3. Telephone & email follow-up with leads to qualify interest 4. Board report of client activity 	ACT Database <ul style="list-style-type: none"> • Over the past four years 227 Leads have been documented in an ACT Database • On average MCEDC maintains about 40 "active" leads • If no immediate action is required by the lead MCEDC will still contact the client on a quarterly basis to qualify the status of the project.
5. Locating Business	Working with businesses to locate a site in Madera County. This may involve traveling to see clients and host them on site visits. This includes custom proposal preparation, prospect gifts and working with realtor, developers, and city officials to close the deal.	<ol style="list-style-type: none"> 1. Client Facilitation 2. Visits to Clients 3. Client Tours 4. Follow-up 	Site Proposals <ul style="list-style-type: none"> • 29 client proposals were completed in 2010. Site Tours <ul style="list-style-type: none"> • 11 site tours were given in 2010
6. Retention of Business	Economic Gardening: There are several new businesses and many existing businesses in Madera County that need to be monitored and assisted when necessary.	<ol style="list-style-type: none"> 1. Database Management 2. Company Visitation 3. Monthly Email Program 4. Industrial base and vacancy tracking 5. Annual Events 6. GMCIA Membership 	Database <ul style="list-style-type: none"> • 3 Madera County Specific Databases <ul style="list-style-type: none"> • Madera Co. manufactures Database • Madera Co. Ag. Business Database • Madera Co. contact database of businesses with 25+ employees • MCEDC maintains a database of over 100 industrial businesses in Madera County. Visits and Expansions <ul style="list-style-type: none"> • Company visits are scheduled on a quarterly basis. • In 2010 MCEDC gave assistance on 2 expansion projects. Monthly Newsletters <ul style="list-style-type: none"> • MCEDC sends out a monthly newsletter email "EBIZ" to a contact list of over 1,100 community businesses and stakeholders. Industrial Base and Vacancy Rates <ul style="list-style-type: none"> • MCEDC tracks the industrial base of the county which is over 7 million square feet and a vacancy rate that has currently been averaging about 12-13%.

STRATEGIC MARKETING PLAN

MARKETING PLAN

PLAN OF ACTION

1. Research of Community and Industry Targets

The research component of the Marketing Campaign is important for laying the foundation of the campaign. Marketing themes and imagery are best when discovered from within a community. It involves: interviewing stakeholders and businesses, researching statistics, defining and profiling target industries, and subscribing to necessary on-going information sources.

	Major Tactics:	Description	Activities
1.	Local Industry and stakeholder interviews	Interviewing local businesses helps determine industry gaps and threats to our local businesses	Interviewed over 40 local manufacturers in 2009-2010
2.	Local Economic and Community Research	Reviewing recent statistics and regional databases to provide an accurate picture of the local economy	1. Review retail leakage statistics 2. Review Madera County regional data 3. Update data with new census information
3.	Target Industry Research	To create a good business fit for the community, it is necessary to research markets and potential customers	1. Monitor and subscribe to retail industry publications and tenant requirements. 2. Purchase business lists from companies like InfoUSA 3. SIOR membership directory 4. Internet research

1. Local Industry and Stakeholder Interviews

In order to capture a community's spirit, it is important to begin the marketing process with interviews of local businesses and officials. For Madera County, over 40 businesses were interviewed. The list included the following:

COMPANIES INTERVIEWED

COMPANY	Industry	Specification	Square Feet	Full Time Employees	Peak Employees
ADS Inc.	Manufacturing	Polyethylene Pipe	70,000	51	75
Allwire, Inc.	Manufacturing	Wire for Utility Substations	67,000	30	30
American River Packaging	Manufacturing	Cardboard Boxes and Products	134,000	23	33
Ampersand Chowchilla Biomass,	Manufacturing	Energy	NA	19	19
Baltimore Aircoil	Manufacturing	Evaporative Cooling and Heating Systems	166,000	Confidential	
BH Tank	Manufacturing	Water Storage Tanks	20,000	20	20

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COMPANY	Industry	Specification	Square Feet	Full Time Employees	Peak Employees
BK Lighting, Tecka Lumination, Star Finishes	Manufacturing	High-Grade Landscape and Architectural Lighting	80,000	85	85
Brake Parts, Inc	Manufacturing	Motor Vehicle Brake Systems and Parts	30,000	150	170
California Tomato Manufacturer	Manufacturing	Tomato Harvesters	50,000	20	60
Carris Reels of California, Inc.	Manufacturing	Reels/Spools for Wire/Cable Industry	50,000	32	36
Castle Distribution	Distribution	Dry Goods	155,000	5	15
Certaiteed	Manufacturing	Fiberglass Insulation	570,000	178	178
Church & Dwight Co, Inc.	Food Processing	Cattle Feed Supplement	40,000	13	13
Cold Stone Granite	Manufacturing	Granite countertops and granite precision parts,	55,000	50	60
Color Box	Manufacturing	High-End Graphic Corrugated Boxes	108,000	60	72
Constellation Wines (Mission Bell Winery)	Food Processing	Wines and Concentrates	600,000	400	420
Eurodrip USA, Inc.	Manufacturing	Drip Irrigation Line	60,000	68	93
Evapco West	Manufacturing	Industrial Cooling Equipment	130,000	130	130
Firesign	Manufacturing	Signs and Printing	2,000	2	8
Florestone Products	Manufacturing	Fiberglass Shower & Bath Products	220,000	80	80
Frost Magnetics	Manufacturing	Transformers and Inductors	12,000	28	30
Georgia Pacific Corp	Manufacturing	Corrugated Packaging	364,000	147	162
Golden Valley Grape Juice & Wine	Food Processing	Grape Juice, Wine and Concentrate Blends	40,000	60	90
HMC Displays	Manufacturing and Dist	Portable Storage, Stage and Signage	37,000	23	25
Innovative Rotational Molding	Manufacturing	Storage Tanks, Custom Products, Accessories	35,000	12	12
Kings Valley Industries	Manufacturing	Fabricate Custom Steel Process Machinery	20,000	12	60
Lamanuzzi and Pantaleo	Food Processing	Fruit Concentrates/ Cold Storage	100,000	100	400
Lee's Concrete Materials Company	Manufacturing	Ready-Mixed Cement	10,000	19	19
Madera Powder Coating	Industrial Service	Powder Coatings	7,500	4	4

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COMPANY	Industry	Specification	Square Feet	Full Time Employees	Peak Employees
Moore Quality Galvanizing	Manufacturing	Galvanized Steel	40,000	30	30
Nemat Management Group	Manufacturing	Precision Parts	40,000	40	40
Oldcastle Precast, Inc.	Manufacturing	Concrete & Polymer Products and Specialty Enclosures	290,000	90	150
Pacific Pectin	Food Processing	Citrus Pectin	6,500	3	6
Performance Trailers	Manufacturing	Specialized Transporters, Custom Trailers	26,000	12	13
Piranha Pipe-Precast	Manufacturing	Concrete Pipe	43,000	31	34
Purl's Sheet Metal	Mfg/Service	Ventilating and Air Conditioning	6,000 20,000 other loc.	28	30
Quady Winery	Food Processing	Desert Wines	17,000	15	20
Quality Container	Manufacturing	Food Packaging	68,200	15	18
Rain Creek Bakery Co.	Food Processing	European Pastries	157,000	50	300
Saint Gobain Containers	Manufacturing	Glass Containers	835,000	344	344
Sealed Air Corp	Manufacturing	Foam & Packaging Products	264,000	70	73
Simply Smashing	Manufacturing	Compressed T-Shirts, Ad specialty Products	12,000	14	39
Sunsweet Dryers	Food Processing	Dehydrated Fruit/Prunes	36,000	8	89
Thomas Products Inc	Food Processing, Mfg, Dist.	Feed supplements and Custom Blends	98,000	78	78
US Rack	Manufacturing	Racks for Pickup Trucks	10,000	6	7

Process

For this report, 44 companies participated in a comprehensive interview conducted between the 4th Quarter 2009 and 1st Quarter 2010. The number of participating companies was up from the 2006 survey when 37 companies were interviewed. Company sizes ranged from 3 employees to over 400 employees. Facility sizes were from 2,000 to over 800,000 square feet.

Each business was interviewed and asked a series of questions on:

- Size and scope of operation,
- Relationships with local and external businesses,
- Why they located to Madera County,
- Industry trends and challenges,
- Future potential for growth,

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- Potential for downsizing and layoffs,
- Interaction with local job training programs,
- And, types of jobs and wages

Results: Madera County as Compared with California

The following summary represents an overview of the Madera County Business Climate as compared to California. Overall, business outlook in Madera County shows signs of improvement with the majority of businesses expecting slow recovery/growth into 2010. Similarly, after coping with layoffs, declining sales and spending cutbacks in 2009, California small business owners' outlook has improved. While it is reported that most California businesses are playing it safe on investment, many Madera County businesses are using this time to upgrade equipment and efficiencies.

Topic	Madera County	California
What is your Current Outlook for your business in this economy?	<ul style="list-style-type: none"> • Overall, business outlook shows signs of improvement with the majority of Madera County businesses expecting slow growth into 2010, while many still expect to remain flat. Much of the anticipated growth will be recovery from layoffs and sales declines according to the Madera County Industry Survey. 	<ul style="list-style-type: none"> • Outlook has improved but still wary of investing in business expansion. After coping with layoffs, declining sales and spending cutbacks in 2009, California small business owners are planning to play it safe in 2010, according to Union Bank's 10th annual small business survey.
How are your Sales compared to last year at this time?	<ul style="list-style-type: none"> • Of the Madera County businesses surveyed, 63% said their sales have been down or are in decline (from 20% to 80%) over the past 12 months. 15% of the businesses surveyed say sales so far this year are flat, while the remaining 22% of businesses are enjoying sales gains. 	<ul style="list-style-type: none"> • 48% of businesses reported lower sales in 2009 compared to 2008, the largest percentage in the history of the survey. 55% cut their operating costs last year, and 39% reduced their debt to protect their company from turmoil in the financial system.
What are your plans for Employment and Capital Expenditures ?	<p>Madera County businesses are making capital expenditures to upgrade equipment and add new lines while overall employment will have a net gain of 36 jobs.</p> <ul style="list-style-type: none"> • 43% plan to make capital expenditures in 2010 with 25% adding new machinery and 18% adding square footage. • 89% of businesses do not anticipate layoffs and 34% plan to add or hire back employees in 2010. 	<p>The majority of business owners intend to keep capital expenditures and staffing levels the same as last year, the survey says.</p> <ul style="list-style-type: none"> • 21% of business owners expect to increase capital expenditures in 2010. This number dropped from 73% in 2006 to 35% in 2007 and hit a nine-year low in 2009 at 17%. • 95% of small business owners do not anticipate layoffs in 2010
Did you have Employment Layoffs in 2009 ?	<ul style="list-style-type: none"> • 48% of Madera County businesses surveyed laid off employees; there was an overall drop of 2.2% in manufacturing employment as the majority reacted to loss of sales. 	<ul style="list-style-type: none"> • 24% had to lay off employees for financial reasons in 2009. This is a 5% increase from 2008. Business owners reporting layoffs hit a low of 6% in 2006, but the number has increased each year since then.
Have you Gone "Green" in any way?	<ul style="list-style-type: none"> • 10% are using recycled materials, while 95% are taking action make their business "greener" by solar energy (22.5%), high efficiency lighting (27.5%), equipment upgrades (30%); and recycling waste (45%). 	<ul style="list-style-type: none"> • 43% are using recycled materials, while 70% have taken action to make their business "greener."

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What is your Outlook for the next 12 months?	<ul style="list-style-type: none"> • 48% of businesses expect to see signs of recovery beyond the 2nd Quarter of 2010 into 2011, while 31% expect the same as 2009 and 21% expect a decrease in profitability. 	<ul style="list-style-type: none"> • 53% of business owners expect to see an economic recovery during the second half of 2010 and into 2011. Just over half of the respondents (51%) are optimistic about seeing higher profits in 2010.
Top Advantage of Doing Business	<ul style="list-style-type: none"> • Central Location and Proximity to Customers has taken over as the lead criteria for why Madera County businesses' location was chosen and/or continues to be prosperous. In comparison to 2006, Workforce went from the top location factor to the 4th, most likely because of increased high unemployment and workforce availability. 	<ul style="list-style-type: none"> • The top advantages of doing business in California have remained the same since the survey began asking this question in 2004. They are the state's favorable climate, opportunities for growth and family ties.
Top Challenge	<ul style="list-style-type: none"> • State costs and regulatory environment was identified as the number one issue as compared with 2006 top issue of skilled labor. 48% of those surveyed specifically mentioned it is too regulatory which makes doing business more costly and difficult. As far as the top challenge for industry, the economy was the elusive factor that business is facing. 	<ul style="list-style-type: none"> • The top challenge identified in running a business in California – the state's economy – remained the same as last year, and this result accurately reflects much weaker economic data for California than the rest of the nation. (60% of business owners) For example, California lost 6 percent of its payroll employment in 2009 while the nation lost only 4.3 percent.
2 nd Challenge	<ul style="list-style-type: none"> • The number two issue this year was the overbearing regulations of the San Joaquin Valley Air Pollution Control District. Businesses expressed concern over the Air Quality District regulations and how they are unable to expand VOC's (Volatile Organic Compounds). 	<ul style="list-style-type: none"> • 38% of business owners cited state and local business taxes as the second biggest challenge. This, as concern about the national economy dropped from 31 percent last year to 25 percent this year.
3 rd Challenge	<ul style="list-style-type: none"> • The number three issue was skilled labor. Since there is more labor availability, this issue has fallen from the premier issue of 2006. However, businesses continue to have a problem finding more skilled employees, even with high unemployment. 	<ul style="list-style-type: none"> • 29% ranked the third biggest challenge as workers' compensation costs (For the third year in a row, most business owners (65 percent) said their workers' compensation insurance premiums remained the same in 2009 as the previous year. However, another 26 percent reported a rise in their premiums.
Government Role	<p>Madera County businesses want the state to lower costs and regulations, provide tax abatements to keep business, and expand allowable VOC's. Locally, businesses want the County to develop the manufacturing cluster, and schools to provide more industry-specific skilled courses.</p>	<p>As in last year's survey, business owners want the Obama Administration to provide relief by cutting taxes on small businesses, creating tax incentives to encourage job creation and lowering health care costs.</p>
Methodology	<p>Strategy One survey of 44 companies participated in a comprehensive interview conducted between the 4th Quarter 2009 and 1st Quarter 2010. Company sizes ranged from 3 employees to over 400 employees.</p>	<p>Union Bank Survey of 2,541 small businesses in California. The businesses, defined for the survey as \$5 million or less in annual sales, included a mix of bank customers and non-customers.</p>

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A Madera County SWAT analysis follows:

Strengths	Weaknesses
<ul style="list-style-type: none"> Centrally located in the state <ul style="list-style-type: none"> Relevant to major population bases Large available workforce-nonunion Affordable land, housing prices Quality of Life <ul style="list-style-type: none"> Rich Farmland Close proximity to outdoor activities Small town atmosphere Community College Community Hospital/Regional Children's Hospital 	<ul style="list-style-type: none"> Poor Planning-Lack of Infrastructure Poorly educated population and workforce Poverty and disposable income Inadequate sites for industrial/commercial projects Crime/Gang/Drug activity Blighted/underdeveloped Downtowns
Opportunities	Challenges/Threats
<ul style="list-style-type: none"> Re-brand and Market county to industry <ul style="list-style-type: none"> Central location of the county Alternative to moving out of state Government desire for business Proximity to UC Merced and CSU Fresno Relocate industries from Nor. & So. California Maximizing benefits of growth by proper planning Establish Madera Airport as an Air Charter Center Workforce and vocational training Improve Tourism opportunities Expand retail/commercial growth Business incentives/Enterprise Zone 	<ul style="list-style-type: none"> Improving Economics and poverty <ul style="list-style-type: none"> Retail growth Job creation and retention Improving Education/ drop-out rates Managing and planning infrastructure <ul style="list-style-type: none"> Streets, industrial inventory, public transportation CA High Speed Rail Alignments Limitations by state and local budgets Improving image <ul style="list-style-type: none"> Visual blight Limited Cultural Activities Economic recovery from "The Great Recession" State costs and regulatory environment

2010 Recommendations

These recommendations are made as a follow-up to concerns and opportunities expressed by Madera County Businesses in the Madera County Industry Survey and at the Jobs Forum held in December 2009. They are listed in three categories: Jobs and Training Connection, Business Competitiveness and Madera County Product Marketing.

2009 Topic	Topic	Recommendation
Jobs and Training Connection		
Skilled Employees Needed	Community College-	<p>"needs to have more vocational classes that closely match what manufacturer's need."</p> <ul style="list-style-type: none"> Continue to work closely with the Center for Advanced Manufacturing at the Madera Center (Community College). The Center is designed to train students in the most sought after positions by local industries. If the classes described below are now offered, the MCEDC should play a role in educating manufacturers about the new opportunities. Many of the manufacturers surveyed did not regularly attend the GMCIA and may need to be educated on what is available. Manufacturer's that knew about the courses offered through the college liked that they had started maintenance and welding classes. However, they need the College to offer courses in:

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**Basic Skills
Nurturing**

- mechanical,
 - electrical,
 - hydraulics,
 - machining,
 - manufacturing management
 - and, industry-specific courses for cluster industries like injection-molding, and the power plant industry.
 - Direct stimulus or training dollars towards implementing a few more courses each year. Madera County will become known for its specialized manufacturing labor.
 - *From the Job's Forum*: Education opportunities are limited. Concentration should be given to expand programs at the Community College and Vocational Level.
 - Offer Certification for jobs that do not usually have a certificate.
 - Leverage *Green Jobs* funding to provide training that emphasizes manufacturing skills that can cross-over to green occupations.
 - Explore partnership opportunities with local educational facilities – UC Merced, Fresno State, and Madera County Office of Education, etc. to create demonstration sites within Madera.
 - Some of the manufacturers had worked through the GMCIA to assist the education sector with the needs of employers.
- High School**- “More training and earlier vocational education of workforce is needed. Madera High School has a good industrial program, they need to expand it.”
- Grow the program to include any/all of the specific trades of machining, welding, manufacturing, mfg management, purchasing, and materials.
 - Manufacturers continue to report the need for training in soft skills (i.e. getting to work on time, working as a team and self-discipline)
 - Have High schools offer **Central California Work Readiness Certificate** as a vocational tool to inspire and educate youth in basic skills.

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Use of Workforce and Training Programs	<p>Manufacturers are either: 1) unsatisfied with the quality of the employees through Workforce Programs or 2) they are looking for “a better understanding of what services are out there.”</p> <p>Quality of Candidates</p> <ul style="list-style-type: none"> It is imperative that placement agencies understand business expectations as well as the required skill level for a desired opening and only send candidates that are qualified. One manufacturer suggested sending an on-site coach for a 4-6 week period to help get them started and to mentor them. <p>Understanding of Services</p> <ul style="list-style-type: none"> Continue to educate employers on what programs are offered. Put in tangible terms that include dollar values. Frequency and simplicity are key. The good news is that even businesses that previously had a poor experience with a program employee are open to learning about new programs and about changes to the old ones. Continue to reach out, perhaps using MCEDC as a liaison.
Business Competitiveness	
Help with Regulations	<p>State- As one manufacturer says, “help us with regulations, it is well-known they are regulating us out of the state.”</p> <ul style="list-style-type: none"> MCEDC must work with the chamber and GMCIA to help business stay updated and understand pending legislation. MCEDC should continue to give regular legislative updates to GMCIA at their monthly meetings and involve them on any <i>call to action</i> items. As one manufacturer puts it, “Just keep fighting for us at the state.” Business concerns must be continually addressed by the state legislature. In addition to continued state legislative trips to Sacramento, MCEDC should provide a copy of this report to apprise state representatives of business concerns. Issues to focus on include: mandatory levels of insurance, regional water, Air Quality District regulations and EPA (things that are driving out business). <p>Local- “Need to have an emphasis on what it takes to keep businesses operating in Madera County.”</p> <ul style="list-style-type: none"> MCEDC should work with local government officials to have a customer service attitude, “What can we do for you?” Business mentioned that many times they are treated like the enemy, especially as it relates to the Fire Department. Work with local officials to educate business on regulations rather than everything being mandated by a penalty. Work with Cities and County to lessen unnecessary regulations that are inconsistently applied or are a hardship to business.
Enhance and Build Manufacturing Cluster	<p>MCEDC- “work on keeping Madera County in the face of industry.”</p> <ul style="list-style-type: none"> Keep pulse on local business by maintaining a simple 3-question Business Outlook that asks about production, growth and business conditions. Quarterly or Bi-Annually. To enhance the manufacturing cluster, look for support industries in the 2-5 person range. They are easier to move and have the possibility to grow. Expand exporting assistance. As businesses are losing domestic customers, they are

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looking for new product lines or new customers.

- Continue working with California Valley EDC in marketing to target cluster industries: manufacturing, food processing, logistics, and agri-business.
 - Work to market Madera County available properties to Fresno Brokers. Local manufacturers mentioned that many suppliers are located in Fresno, which they consider local. As these suppliers or manufacturers expand, Madera County properties should be offered as a 'local' option.
 - Work to reinstate the Enterprise Zone. Many businesses mentioned the loss of tax benefits impact on local business is yet to be discovered. Not to mention the fact that the Enterprise Zone is the final tool California has allowed communities to keep in their business attraction.
- Building a Green Economy to Enhance Local Business**
- Work with the City/County to implement a recycling program that could benefit business. For instance, one company who is mandated to use a certain amount of recycled glass has a hard time finding it and stated "recycling is a major problem."
 - Encourage investment in new technologies to handle 3rd generation ¹ recyclable products (glass and plastic) that cannot currently be recycled. Local businesses will be able to use the materials in their products.

Madera Product Marketing

- Encourage In-County Contracting**
- In addition to the regional Buy Local Campaign, encourage businesses to contract locally, incorporating a cross-section of industries. For instance, when publicizing a new industry that locates, also talk about the possibilities for local manufacturers to use their services.

Madera County Jobs & Economic Forum- December 8, 2009

2. Local Economic and Community Research

A review of recent studies, statistics and regional databases is important to provide an accurate picture of growth and potential. Every year MCEDC updates their General Information guide and Real Estate Update Brochure to provide regional brokers and potential businesses with updated information and statistics.

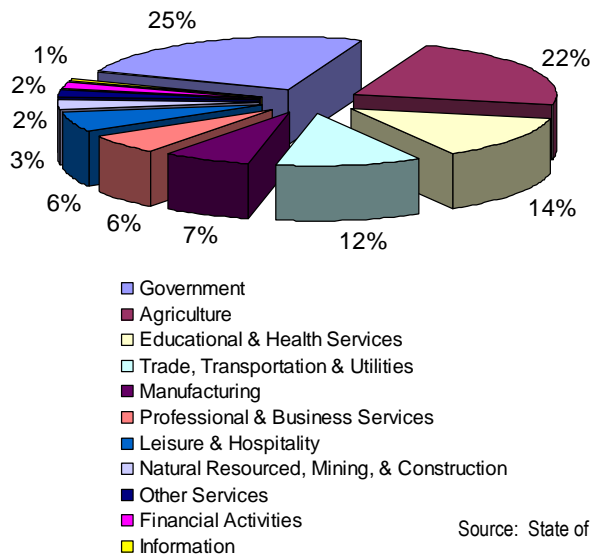
New & Expanding Industry 2008-2010

New Manufacturing Companies			
Company	Type of Business	Total Sq. Ft.	Employees
Rain Creek Bakery	European Pastries	157,000	60-350
Nemat Management Group	Precision Machining Services	40,000	30
Innovative Rotational Moldings Inc.	Plastic Tanks	33,500	50
Houlding & Kaufman Ironworks	Machining	12,600	5
Major Expansions			
Children's Hospital Central California	Health Care	600,000	2,700
Evapco West	Cooling Towers	147,000	150

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2009 Madera County Employment by Industry



- Government employment statistics include the 2,300 state employees at the women's prisons and due to its sovereign nation status, Chukchansi Gold Resort and Casino's 1,400 employees.

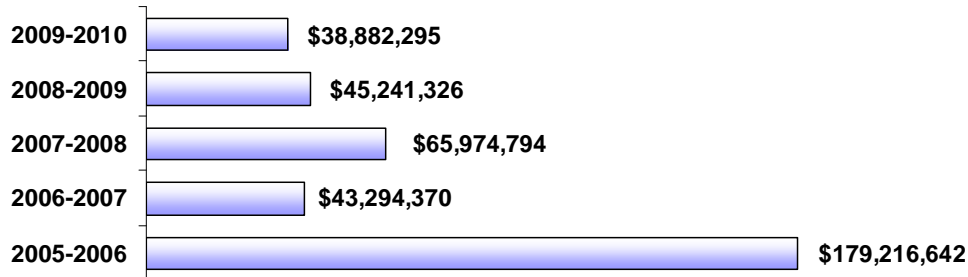
MADERA COUNTY'S TOP 10 NON-MANUFACTURING EMPLOYMENT	
Company Name	Employment
Children's Hospital Central CA	2,700
State of California	2,700
Madera Unified School District	1,800
Chukchansi Gold Resort & Casino	1,450
County of Madera	1,500
Madera Community Hospital	950
U.S. Government	400
City of Madera	345
Span Construction & Engineering	200
Sierra Tel Communication Groups	190

MADERA COUNTY TOP MANUFACTURERS		
Company Name	Product or Service	Employment
Constellation Wines	Wine & Brandy	430
Saint-Gobain Containers	Glass Bottles	370
Baltimore Aircoil Company	Cooling Systems	220
CertainTeed Corporation	Fiberglass Insulation	197
Evapco West	Cooling Units	150
Brake Parts Inc.	Motor Vehicle Brake System	150
JBT FoodTech (Formerly FMC Foodtech)	Food Processing Machinery	150
Warnock Food Products	Tortilla Chips, Taco Shells	130
Georgia-Pacific Corp.	Corrugated Boxes	125
Florestone Products Company, Inc.	Shower Stalls	100
Old Castle Precast Inc. (Christy)	Concrete Vaults	100
Azteca Milling	Corn Milling	100

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Building Permit Activity



City of Madera

Population Growth				
	1980	1990	2000	2010
California	23,667,902	29,950,111	33,871,648	38,648,090
Madera County	63,116	89,014	123,109	153,655
Fresno County*	514,621	671,660	799,407	953,761
Merced County**	134,560	179,812	210,554	258,495
2010 Commercial Real Estate				
		Price Per Sq. Ft.	Sales Price	
Industrial		\$0.23-0.72	\$25-75*	
Retail	Shopping Center	\$0.75-3.00		
	Downtown	\$0.40-0.90		
Office		\$0.80-2.00		
NOTE: *Build to Suit; Depending on amenities				

2010 Land Sales Price		
		Price Per Sq. Ft.
Industrial*		\$0.75-3.50
Retail/Commercial*		\$2.50-5.50
NOTE: *Improved		
2010 Average Home Price		
New		\$147,000
Existing		\$135,500
2010 Average Rental Rates		
Apartments (2 bedroom, 2 bath)		\$882
Single Family Homes (3 bedroom, 2 bath)		\$1,282
Madera County Industrial Base and Vacancy 2010 (3 rd qtr.)		
Total Base (Sq. Ft.)	Vacancy (Sp. Ft.)	Vacancy Rate
7,042,114	932,374	13.2%

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3. Target Industry Research

Marketing Manager monitors and researches market trends by keeping in touch with the resources listed below.

Information Source	Website	Description
California Home Page	http://www.ca.gov	Business and ED Resources in CA
CALED	http://www.caled.org	California's premier Economic Development membership organization for officials, consultants and resource providers
CA Dept. of Finance	www.dof.ca.gov	Demographic and Financial information
CA Labor Market Info	http://www.labormarketinfo.edd.ca.gov	Labor information/ unemployment rate
CA Association of Realtors	http://www.car.org	Housing rates
CA Building Industry Association	http://www.cbia.org	Housing rates
Data Quick News	http://www.dqnews.com	Real Estate News
Foreclosure Radar	www.foreclosureradar.com	Foreclosure tracking
U.S. Census Bureau/ American Fact Finder	http://factfinder.census.gov	County/City/Census Tract Demographics
CoreNet Global	www.corenetglobal.org	Official site for CoreNet events and membership news. CoreNet is a well-respected industrial and commercial site selection networking group.
Expansion Management Online	www.expansionmanagement.com	Monthly business magazine that covers economic development, site selection, business climate, business relocation and expansion
Site Selection Magazine	www.siteselection.com	The online version of Site Selection Magazine. Official Publication of CoreNet.
Area Development Online	http://www.areadevelopment.com	Site and Facility Planning
Google Alerts	Set an Alert for Madera County and all of our county's corporate manufacturers	Emails specific news articles on listed entities.
Central Valley Business Times	http://www.centralvalleybusinesstimes.com	Central Valley Business News
The Business Journal	http://www.thebusinessjournal.com	Fresno and greater area news

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STRATEGIC MARKETING PLAN

2. Image and Awareness

As one of California's fastest growing counties, it is imperative that an attractive package be developed to promote the type of growth to which Madera County aspires. The first phase of "Madera County... The Perfect Location" focuses on primary materials for the types of information that is regularly requested. Phase II includes additional marketing enhancements to strengthen the services and recruitment efforts of the Madera County EDC.

The following promotional materials are part of MCEDC's marketing activity plan.

1. Marketing Materials

Promotional Materials- Phase I		Description
Letterhead/Envelope		For ultimate professionalism, letterhead and envelopes were developed to introduce the "Madera County...The Perfect Location" theme.
Presentation Folder		A thematic folder was developed to hold the marketing materials. It is highlighted by the major reasons to locate to Madera County and regional map.
Presentation Sheet		To provide ultimate flexibility, a presentation sheet was developed that mirrored the campaign look. It is used as a cover page for presentation folders and proposals.
Real Estate Update and Overview		A tri-fold 11x17 four-color piece was developed to highlight real estate developments, pricing and demographics targeted to the brokerage community
Annual Report		An eight page Annual Report was developed to show results of the Madera County EDC activities. It includes prospects contacts, budget, new business highlights, new developments, mission statement and goals
Industrial Market Tracking		TK Consulting tracks the County's Industrial Market and reports on the vacancy rate on a quarterly basis which is released in MCEDC's monthly EBIZ newsletter
Promotional Items		Blue Pentel Pens with the campaign theme are used to promote the county on a personal basis.
Trade Show Display		A trade Show display is frequently used at various events through-out the year. The graphics match all marketing materials and highlight the "Madera County... The Perfect Location" message. The theme has a focused message for business attraction.
Promotional Materials- Phase II		Description
Business Profiles		4 Profiles of Madera County Businesses that are both historical and economic development focused, telling the story of how they came to do business in Madera County.
Marketing Refresh		Design a refreshed look for all marketing materials. Just to give a more updated feel.
Twitter Account		Start a twitter account, MCEDC wants to make sure the public can reach the organization by all methods of communication including social websites. A twitter account is the only mainstream social networking account MCEDC does not have.
Refresh website and add GIS maps		Update the website and add new features. One idea is a broker's toolkit that will allow brokers to pull down maps, sites and economic development information with GIS tools and customize information specific to Madera County. Another idea is to add a bulletin board to the home page to post event details and press releases. Lastly, upgrade the property database. It is used frequently and upgrades to it would be helpful to users.

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Add marketing presentations to Website	When taking a meeting with an outside broker or industry representative a MCEDC representative can use a laptop and logon to the MCEDC website to open a 15 min. presentation with slides, maps, aerial pictures, and testimonials on doing business in Madera County
Do a thorough study of the County's Commercial market	Use TK consulting to research the base number of the total commercial square footage of the county and track commercial vacancies on a quarterly basis.
Maps	California Maps with pull-outs for Madera County would be useful. The maps are tri-fold and laminated for easy use. These are also a preferred item to give to brokers and tradeshow attendees.

2. Public Relations

A comprehensive public relations campaign will augment the county's recruitment efforts by increasing awareness of business and lifestyle opportunities afforded by a Madera County location. A public relations campaign will tie into the overall marketing theme and will help brand the county as a growing "hotspot" for industrial and retail locations.

The "Madera County...The Perfect Location" public relations and media program should be targeted both internally in the market and externally: to the public policy makers, commercial real estate executives, tenant representatives, industry associations, and prospective business. A blend of advertising, news releases or "earned media" and web site accessibility and promotion can bring credibility to an area and is a powerful marketing approach.

- Free Advertising through listings in ED Magazines and internet.
- Public Relations and Earned Media: Actual news stories distributed to mainstream media and publications.

Major Tactics:	Description	Activities
Free Advertising	Develop a comprehensive listing of target publications for outreach including mainstream media outlets, business journals, economic development and target industry publications	<ol style="list-style-type: none"> 1. Free listing in CALED's directory 2. Free listing on the Economic Development Directory website- www.ecodevdirectory.com 3. MCEDC Facebook page 4. listing on the Madera Chamber Website 5. listing on Central CA Valley EDC Website
Public Relations and Earned Media	Create a strategy to place stories or advertising about Madera County's economic development opportunities or stories of unique interest.	<ol style="list-style-type: none"> 1. Website 2. Facebook pages 3. Monthly electronic newsletters 4. Electronic Announcements 5. press releases announcing local developments related to economic development 6. Annual Events 7. Eggs and Issue events with state representatives 8. Community involvement: volunteer and attend events for local Chambers 9. Staff participates with various service organizations

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3. Website Enhancements

Real Estate Database

A Real Estate Database is maintained on MCEDC's website to help market available commercial and industrial properties in Madera County. This tool has been a very resourceful to property owners and buyers. The property information is very easy to access and helps boost website activity. This tool also helps strengthen our relationship with brokers and property owners because we offer listings for free. MCEDC's Marketing Manager is responsible for maintaining the database and sharing contact information with leads once they contact the office.

Tools for Business Success

Tools for Business Success is a website toolkit that provides local businesses and entrepreneurs with assistance and advice on how to start and/or grow their business. It is customized for Madera County users with local, state and federal information and resources.

STRATEGIC MARKETING PLAN

3. Target Marketing

1. Broker and Tenant Representative Contact Program

This component involves outreach to prospective business through direct mail, trade shows, industry and real estate contacts. This is the generating interest stage. Target Marketing efforts for “Madera County... The Perfect Location” will include: direct mail and sales calls to industry and regional brokers; Trade Shows and industry functions to attend. Follow up from those activities will include a promotional package on Madera County that includes specific real estate and local industry information depending on the Lead’s requirements.

Background:

Many businesses, site selectors, regional brokers and tenant representatives are unfamiliar with Madera County and its benefits. In addition, many in this group have either negative or uninformed views on the potential for diversified business in this region.

Strategy Overview:

An education campaign will be undertaken consisting of key marketing messages, demographics, available properties, visits and finally an annual event in Madera County. Bobby Kahn, Executive Director of the Madera County EDC, will visit businesses, site selectors and tenant representatives at their office to provide an overview of “What’s Happening in Madera County, The Perfect Location” and discuss Madera County sites available for businesses.

Sales Points:

Madera County is strategically positioned in the West Coast Distribution Channel in California’s Central Valley between Merced & Fresno. It is served by two highways (152 and state route 99), two railroads (Southern Pacific and Burlington Northern Santa Fe) and is 2 ½ hours from 3 Ports (Stockton, Los Angeles, & Long Beach). With the large selection of commercial and industrial parcels available, Madera County can provide a cost-effective option for any business. From prestigious business parks to undeveloped commercial properties, most of the available property is served by well-developed civic, business and communications infrastructure.

Goal:

The goal of the plan is to educate industry and realtors about the opportunity and growth in Madera County some of the tactics include:

	Major Strategies:	Description	Activities
A.	Industry Direct Mail and Call Program	The purpose of the “Madera County...The Perfect Location” campaign is to educate business and brokers about Madera County and encourages them to visit and consider it as a place for business.	Quarterly Campaigns Direct Mail & Follow-up 1. Produce Leads 2. Schedule Visits
B.	Broker and Tenant Representative Education Campaign	The real estate community will be targeted for distribution of top sites, demographics and corporate infrastructure information.	1. Research Brokers 2. Direct Mail 3. Real Estate Emails 4. Visitation Plan 5. Familiarization Tour

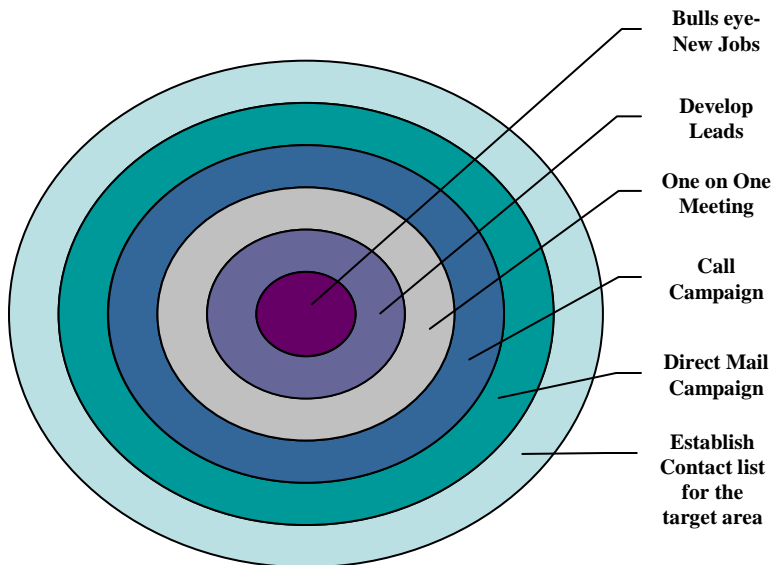
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A. Industry Direct Mail and Call Program

A direct mail and call program will be initiated to contacts on a quarterly basis. The purpose of the "Madera County...The Perfect Location" campaign is to educate businesses and brokers on Madera County and encourages them to visit and consider it as a place for business. The quarterly campaigns will rotate business and brokers/developers.

Typically, A Real Estate Update brochure with an introduction letter is mailed followed by a phone call. This not only gives the target a chance to get familiar with the area but is also gives the campaign momentum.



Industrial Prospective List Research

Infousa.com provides a database that allows for the user to access and identify Target Company lists and detailed company information. This list allows MCEDC to conduct basic company research by looking up company profiles online.

MCEDC's Marketing Manager must do the following:

- Target industry contacts in the state, region, and nationally
- Develop a list
- Qualify prospects
- Locate new opportunities

B. Broker and Tenant Representative Education Campaign

The real estate community needs to be targeted for distribution of Madera County demographics. Large commercial firms control the majority of corporate real estate decisions and offer the most "bang for the buck" in a marketing campaign. There are 3 levels of contact for broker and tenant relationships:

- ◆ **Local-** Local brokers and property owners are already working with many regional and national firms. An on-going relationship should be cultivated with all local brokers that

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- control retail properties. MCEDC should provide local brokers the same demographic and sales information provided to outside firms.
- ◆ **Regional-** Regional brokers that may cover Madera County territory are most likely in Sacramento, the greater Los Angeles area and the Bay area. There are two types of brokers: brokers that represent a geographic area for their company that may include property listing or working with regional leads and brokers that represent a retail tenant for a geographic area (i.e. Tenant Representatives).
 - ◆ **National-** There are some tenant representatives and site selectors that work from national headquarter locations like Chicago, New York, Dallas and other major metropolitan areas. They may not have regional contacts but work directly with retail tenants to provide site selection services.

2. Key Trade Association Involvement

Trade Association involvement is the key to establishing a presence and contacts for industrial and retail recruitment. These events and associations are key to relationship development with regional brokers and nationwide prospects.

Tradeshows

- ◆ **West Pack Tradeshow:** This tradeshow provides access to the best supplies and innovations in packaging. West Pack provides hands-on access to the newest packaging equipment, machinery, materials and services. West Pack attendees are looking for business opportunities in the follow industries: Bakery and Snack food, Beverage, Household products, Instruments/controls, Livestock/pet products. Many of these manufactures/processors are located in Madera County. West Pack is also collocated with 7 other tradeshows; Automation Technology Expo West, Green Manufacturing Expo, Medical Designs and Manufacturing West, Electronics West, Plastic West, Pacific Design and Manufacturing and Aerocon.
- ◆ **Process Expo Tradeshow:** Process Expo is the premier worldwide tradeshow for leaders in the food and beverage industry. The food-focused event attracts attendees from the world's leading food companies who are looking for solutions that will help them bring food products to the Market. Since Madera County has such a distinguished reputation of farming and producing agriculture products it only makes sense to locate more food processing industries in our area where many food products originate.

Another benefit to exhibiting at these tradeshows is the promotions offered in the exhibitor's package which includes free admission for our guests. We include the offer in our Monthly EBIZ newsletter and many local representatives have taken advantage of the offer year after year.

National Associations

- ◆ **CoreNet:** CoreNet Global is the premier organization for business leaders engaged in the strategic management of real estate for major corporations worldwide. CoreNet is unparalleled in enhancing professional networking and offering renowned education designation (MCR®) and certificate programs through CoreNet Global Learning. The average CoreNet member manages more than \$570 million in real estate assets for companies whose primary business is not real estate. (corenetglobal.com)

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- ◆ **SIOR:** The Society of Industrial Realtors, now known as the Society of Industrial and office Realtors (SIOR), as founded in 1941 in response to the (then) U.S. War Department's request to locate industrial properties suitable for manufacturing war-time realated products. Following WWII, (then) SIR designees were instrumental in the identification of production and distribution centers capable of meeting the demands of U.S. industrial production. Today, SIOR designees are the most skilled, ethical, and respected practitioners in the industry. They provide essential brokerage services which include consulting, negotiation, appraisal services, tenant representation, and maximizing investment property portfolio performance. Brokers interested in becoming an SIOR must meet rigid professional and ethical standards and maintain a consistent level of dollar volume of sales and leases.
- ◆ **ICSC:** Founded in 1957, the International Council of Shopping Centers (ICSC) is the global trade association of the shopping center industry. Its 39,000 members in the U.S., Canada and more than 70 other countries include shopping center owners, developers, managers, marketing specialists, investors, lenders, retailers and other professionals as well as academics and public officials. As the global industry trade association, ICSC links with more than 20 national and regional shopping center councils throughout the world. (icsc.org)

State Associations

- ◆ **California Association for Economic Development (CALED):** CALED is a statewide professional economic development organization dedicated to advancing its members' ability to achieve excellence in delivering economic development services to their communities and business clients. CALED's membership consists of public and private organizations and individuals involved in economic development.
- ◆ **Team California:** TeamCalifornia allows economic development organizations to combine their business retention, development and attraction dollars to participate in tradeshow, advertise in targeted publications and provide an internet presence that they would not otherwise be able to achieve. TeamCalifornia provides cooperative branding advertising copy that is available for members to customize for their own campaigns. And TeamCalifornia organizes its members to coordinate with marketing activities undertaken by the State of California. TeamCalifornia provides all organizational and administrative support for such activates.

Regional Associations

- ◆ **CCEDC:** Central California Economic Development Corporation (CCEDC) is a regional marketing group whose mission is to promote job creation in the valley, mountain and desert communities located within Fresno, Kern, Kings, Madera, Merced and Tulare. This program supplements the existing efforts of individual agencies throughout the area.

Regional events and showcases are a great way to get involved with the above organizations. Madera County's membership in Central California EDC also provides access to CoreNet members, contact program and events.

STRATEGIC MARKETING PLAN

4. Lead Management

To pro-actively manage leads, an on-going list and database of contacts have been compiled from several sources including; Trade shows, web site, purchased lists, conferences, organizations and real estate contacts. Each lead is given a status of active or inactive. The active leads are followed-up with by MCEDC's Business Development Manager each quarter. Once a lead becomes a prospect, they will be provided ongoing service as necessary by MCEDC's Business Development Manager.

The following list describes the stages of a prospective business:

- **Lead** Companies considering an expansion or relocation in the region
- **Prospect** Companies considering Madera County as a location
- **Project** Companies that have selected a site

	Major Tactics:	Description	Staff Activities
1.	Lead Generation	Sources used by MCEDC to generate Leads <ul style="list-style-type: none"> ▪ Marketing Missions ▪ Web Site ▪ Word of Mouth ▪ GoED, CalBIS (State of CA) ▪ California Central Valley Economic Development Corporation 	MCEDC's Business Development Manager takes all leads and qualifies them and creates a custom proposal with available sites that meet the clients requirements. Business Development manager documents all proposals and leads in an ACT database. As of 2011 the database has over 227 documented leads, 40 of the leads are still qualified as active.
2.	Database for Contacts	Maintain a comprehensive database of Lead information and contact information	Upkeep and maintenance of a client database and use of the follow-up reminder tools.
3.	Follow-up and Qualify Leads	Follow up with leads to qualify interest in a Madera County location.	<ol style="list-style-type: none"> 1. Assign status to each lead 2. Follow-up a minimum of once each quarter on active leads 3. Provide ongoing mailings of new information (changing data, new brochures, newsletter, press releases)
4.	Board Report	A monthly report is important to maintaining good communication with the Commission, Executive Director and staff	MCEDC Business Development Manager will prepare an ACT report for Commissioner and Executive Board Meetings.

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STRATEGIC MARKETING PLAN

5. Locating Business

After the comprehensive outreach the most important detail is to provide superior customer service when facilitating requested information, site tours and client visits.

This final business attraction component in the “Madera County...The Perfect Location” campaign involves prospect facilitation, custom proposal preparation, traveling to see potential prospects and hosting site visits. This includes working with realtors, Cities and/or the County to coordinate information requirements.

	Major Tactics:	Description	Staff Activities
1.	Client Facilitation	This includes working with realtors, businesses, cities and/or the County to coordinate specific information requirements	1. Develop an electronic customized proposal for clients. A basic format is developed and specific information is filled in as necessary. 2. Staff provides 24-48 hour turn around on information
2.	Visits to Prospective Business	Visiting a prospective business at their facility shows interest and involvement by the community.	Schedule a visit with a prospective business, based on a reasonable expense.
3.	Client Tour	Getting a prospective business to tour is a vital step in successfully locating a business	Staff will schedule and prepare tours.
4.	Follow-up	On-going follow-up is the only way to keep interest alive and keep from getting crossed off the list.	Staff will follow-up quarterly or as the prospect has specified, until they “buy, die or locate”.

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STRATEGIC MARKETING PLAN

6. Retention of Business

Based on feedback from the Stakeholders, a larger role should be taken on by the Madera County EDC. It is important to take care of what you already have; this is called Economic Gardening. There are several new businesses and many existing businesses in Madera County that need to be monitored and assisted when necessary.

The following activities would enhance an effective marketing campaign by showing businesses that- "not only do we want you, we want you to be successful."

	Major Tactics:	Description	Activities
1.	Database Management	Manufacturers Database A comprehensive database of local manufacturers. Ag. Business Database A comprehensive database with a majority of Ag. related businesses in the county. Contact Database of Madera County businesses with 25+ employees A database with business listings and contact information of businesses that employ 25 or more employees. This database was created out of research done for the 2009 Enterprise Zone application	All databases must be updated and maintained on a regular basis
2.	Company Visitation	MCEDC tours and visits with local businesses and industry	Plant tours are scheduled on a quarterly basis
3.	Monthly Email Newsletter	Our monthly EBIZ newsletter keeps businesses engaged by providing current information on the economy, workforce programs, business assistance, etc. The more informed a business is about what their ED professional can do to help, the higher the chance for retention, expansion and partnership	Newsletter is sent on a monthly basis.
4.	Industrial base and vacancy tracking	A quarterly report listing the total industrial base of the county, vacancy rates, and average lease rates	We source this project to TK Consulting who provides us with a quarterly report/press release.
5.	Annual Events	Economic Summit Luncheon -event gives local businesses a forecast of how our local economy is doing and highlights major developments that have taken place over the past year. State of the County Luncheon - Madera and Chowchilla mayors and Chairman- County Supervisor are given the opportunity to talk about their respective areas and answer open forum questions. Eggs and Issues Breakfast - Breakfast with local legislators and open forum questions with the attendees.	MCEDC markets, organizes and makes speaker arrangements for the event.
6.	GMCIA Membership	The Greater Madera County Industrial Association (GMCIA) is an organized group of local industrial managers that meet on a monthly basis to provide a centralized means for promoting common industrial and manufacturing interests through review, interpretation, and representation on all issues affecting greater Madera County.	Executive director and/or Business Development Manager attend monthly meetings and participate in the organizations activities as a non-voting member.

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