

Q1 How long have you been participating	50% Less than 5 Years, 30% More than 15 Years
Q2 Focus on Valley Issues	38% Excellent, 47% Good, 11% Fair
Q3 Economic Development	25% Excellent, 54% Good, 16% Fair
Q4 Marketing the Valley	17% Excellent, 44% Good, 28% Fair
Q5 Livable & Sustainable Communities	16% Excellent, 42% Good, 37% Fair
Q6 Education K-12 and Higher Ed	22% Excellent, 44% Good, 32% Fair
Q7 Workforce Development & Prep	28% Excellent, 45% Good, 24% Fair
Q9 How often do you participate per year	4%=0, 34%=1-5, 38%=6-12, 8%=13-24, 3%=>24
Q10 Preferred Meeting Frequency	10% More, 0% Less, About Right 83%

**Q8 Priorities for Alliance Involvement**

1 Assist Existing Businesses	2 Attract New Businesses to the region
3 Employment & Jobs	4 Workforce Development/Training
5 Assist Entrepreneurs in Creating/Growing	6 Marketing the San Fernando Valley
7 Develop Industry Clusters	8 Education K-12
9 Education College/University	10 Housing Affordability/Homelessness
11 Commuting Roads Private Transportation	12 Public Transit Bus & Rail
13 Assist & Support Women Business Owners	14 Marketing The Valley Economic Alliance
15 Leadership Training	16 Infrastructure
17 Environment Air & Water Quality/Availability	18 Commercial Real Estate Trends
19 Health Care	20 Crime & Public Safety
21 International Trade	22 Population & Density
23 Equity & Environmental Justice	24 Human Rights

**Observations**

- The questions do not provide a metric: as opposed to what? A zero baseline/metric is assumed
- Many references to the Alliance in the third person: “They need to...” rather than “We need to...”
- Many positive comments on dormant initiatives suggests a need for more fact-based analysis
- Respondents felt the meeting frequency was “about right” – appeared to only be referring to board meetings
- Some respondents were long-term stakeholders and did not have a clear picture of goals or achievements

**Comments from Individuals**

**Q1 General Comments**

Keeping in mind that we can't be all things to all people, urban planning and having an overall vision for how we work and live across all our disparate neighborhoods/communities seems imperative.

Neighborhood conversations are focused on specific topics, like supportive housing, without panning out to a unified set of goals and regional plan. Also, human rights, equity, diversity, sustainability, access to clean air and water, and other environmental imperatives should be integral to and embedded in everything we do.

I've been through the ups and downs and want to see the Alliance thrive.

The Alliance is a well respected organization within the San Fernando Valley and they do a great job in collaborating with all the businesses in the Valley.

I remember the Alliance was assisting BizFed from the beginning under the leadership of Bruce Ackerman.

Good organization and happy to be affiliated.

The Alliance is well known and respected in the business community.

I so appreciate all the good work the Alliance is doing!

TVEA serves a critical role in the economic development of the valley and in solving valley issues.

TVEA represents the voice, needs, issues and accomplishments of the San Fernando Valley. I rely on VEA input.

Very important to the business community in the Valley as an organization advocating for the business of the sector.

Great organization. Responsive and in-tune with today's needs for all businesses in the Valley.

They run nice events—The best kept secret in the valley.

I have watched the Alliance change from an organization with a few large donors to one that is dependent on many small donors, events and grants. Has the VEA evolved organizationally to match the change in the environment?

Wonderful organization but nothing exceptional that stands out. Needs to be famous for at least one unique thing

The Alliance relies on past success and needs to update its communications, problem solving approach and diversify its membership

Started off well, but has dropped too many programs and is not doing anything I care about anymore

#42 Need more stakeholder involvement in the initiatives - including regular meetings to formulate strategies for marketing the valley, marketing the Alliance, education and training of the valley workforce, and dealing with valley-specific issues as they develop: transportation, infrastructure, governance, regional stewardship, valley data, etc. The Alliance was never intended to be a pay-to-play organization. Our strength has always been to openly welcome participation from a diverse cast of characters who invest time, talent or treasure. We are known for being "honest brokers" and "regional stewards."

### **Q2 Focus on San Fernando Valley Issues**

Empower more valley leadership involvement in the organization.

Meet quarterly to energize strategic planning and action for all the disparate segments of the Valleys—SFV and SCV and Simi Valley constituencies – probably by Assembly District boundaries and needs and interests.

Great over the years, but we need to look at the next 10-15 year strategies for mobility, sustainability, all levels of shelter/housing and getting our fair share of budgets from city/county/special district/state and Federal sources!

Need to focus on a handful of initiatives that match up with the organization's mission statement. Technology has changed the landscape for all businesses and in order to remain relevant TVEA needs to do this kind of outreach to get input from key constituents so they understand how things have changed in the Valley.

Tell the success stories. I'm sure there are many that I am unaware of.

Focus more on business issues/min wag/parking/streets/taxes

Explore the possibility of bringing additional Federal and State funding to assist those business that need the help

Three words - infrastructure, infrastructure, infrastructure

Keep doing what you do!

You're doing a lot. It's an uphill battle though.

Leadership is doing a great job.

From what I have seen in the past years working with the VEA, I feel that the VEA is working closely and deeply with issues of the Valley.

The focus, quite appropriately, is on the SFV and on businesses. The alliance is on top of most issues. Kenn Phillips is particularly well informed.

Valley economy is booming. Is VEA working to keep jobs here?

Let me hear more about what you do. I don't think there is enough word about the Alliance

Connections between entities that could partner, but they just do not know that.

Veterans' issues, entrepreneurship and regional collaboration seem to be the highest priorities of the Alliance based on my recollection of recent events and messaging. If there are other priorities, that message hasn't been articulated in a way that I can serve as an effective ambassador.

Focus on fewer issues. I question, as an example, whether the VEA has the people-power to support 4 initiatives even if the 4 initiatives are deemed relevant today.

I'm not sure what the areas of focus and goals are for VEA. The board meetings I have attended have not provided me insights into our work.

I've noticed more and more SFV organizations focused on LA County regional issues and I like the idea of Valley-centric.

I think several Valley organizations have extended programming and issue research beyond the Valley. I understand the rationale for doing this but I join organizations that have a sharp focus on being Valley-centric.

Hackathon??? when you ignore facilitation of attracting strong companies, and waste our time asset on giving advice to marginal companies on the brink of failure. Do you want to hear more about wasting time on feel good special National days that have absolutely no relevance to economic development—what are we about? Go back and look at the documents that were the basis for our formation. Please!

The original organizations have distanced themselves from the Alliance. I don't see VEDC, VICA, UCC, SMA as part. All have taken a new path away. Southland Assoc of Realtors seems to be the only original member.

It would have been nice if as part of the VEA "support" for VITA, instead of taking all of the cash

Unclear agenda

#42 Need to actually identify timely valley issues, formulate plans, strategies and recommendations and share the results with those who have the power and responsibility to affect change

### **Q3 Economic Development**

More outreach, especially in the NE Valley and west Valley

The five cities are represented well by VEA. Perhaps the communities could give input as users as to what they would like to see that would benefit the local citizens and needs.

LAEDC and LACI do a good job. Maybe we should follow them and ask for assistance. VEDC has had management problems and not sure if they will survive, if they don't TVEA should step in and take their place

Tell the success stories. I'm sure there are many that I am unaware of.

I think the alliance was particularly effective in defending local businesses from Metro's proposed train yard. But the next step would be to target a particular industry and then develop a cohesive plan to lure businesses in that industry here. Years ago, for example, Indianapolis targeted amateur sports along with sports businesses such as advanced training and sports medicine, etc., and that city was effective at luring that cluster of businesses. I'm not suggesting the Valley should target sports; I am suggesting the Valley target some other industry in which we'd have a comparative advantage, and then develop a plan, a campaign, to lure those businesses here.

Focus on how we can continue to regionally bolster and strengthen the entertainment sector.

Work closely with our CDD and chamber of Commerce

Re-incorporate VITA as a non-profit.

Need more visibility for the good work being done.

Kenn Phillips regularly reaches out to the Mayor's Office on behalf of SFV businesses

The Next Level 90 accelerator workshop is a great step in promoting economic development of small entrepreneurs.

Great work on publicizing available programs, great work on advocating for the Valley, good work on detecting opportunities for development, need more on follow through for those efforts though the resources to do that are scarce.

An area that needs more attention is the manufacturing community. I have not seen a good representation of that very important sector of the valley economy

The VEA has proven itself with its involvement with LAEDC and its business improvement activities. But, that is only one of 5 cities, even if the largest. I don't know how SF, Burbank, Calabasas and Glendale would respond. I also question the value of the various incubators VEA has embarked on. They may be good for the participants, but what is their value to the Alliance? Is there a return on investment?

Always keep an open mind. Don't lose focus on issues such as the VEDC. I think we need to be a vehicle of change....not necessarily the change agent.

We can do better with getting out in front so businesses that need our help know we are there.

More work on economic development.

The Economy will look after itself but will we be a "Bedroom Community" or will we hold Jobs in the Valley also.

Actually doing some economic development. I don't think cannabis forums should be the focus.

We aren't persistent enough in getting our geographically equitable shares of the above-mentioned budgets.

Again not sure what we are trying to achieve. How are we measuring our successes? How do we know we meet our goals? What are the before and after metrics and the associated timelines?

What economic development do we do? Layoff Aversion is not economic development. It is reactive. It is not anticipatory and if you did a return analysis on the program you would find that it is, on a Valley wide basis, doing nothing measurable.

#42 Develop an actual economic development initiative committee with regular meetings. Formulate substantive strategies to retain and attract key business clusters. Establish metrics to track results in meaningful ways.

#### **Q4 Marketing the Valley**

Is it possible to be more involved with the Olympics and other events? Sports team?

Employ the marketing and communications strategies of our members' staffs and agencies through an Alliance Co-op.

Bring high tech companies from Silicon Valley to sub-contract labor and services in the SF Valley. Government

Procurement: match big entities with small businesses and verify there are contracting opportunities = keep statistics to monetize results

Find a catchy marketing phrase that can be used in marketing literature for neighboring regions.

A SFV business attraction brochure and/or branded website that can be shared widely.

Help the commercial realtors!

VEA tends to use multiple modalities. Perhaps more focus on what millennials use and respond to in order to engage them more.

I would go back to the original format with studio involvement, ABC, NBC, CBS, Universal, Disney. They are global with a local footprint. Ask them for help in rewriting or tune up the organization. Bill Allen was the original marketer with Jane Boeckmann, he was 2018 recipient of Fernando Awards for The Valley Economic Alliance, use his fame this year to kick-off a redirect mission of TVEA.

Leadership is moving in the right direction

The valley should be a Tourism Mecca, Beaches are a driving Distance, Universal, Magic Mountain and Disneyland all a drive away and the Best Shopping right here in the Valley. We do not help get Folks here.

Not sure about this question, but think it's important. Do you market outside the area and I haven't seen it? Or do you mean market the valley to the valley and to whom in the valley? I think this is a necessary mission, but where would the money come from? I like it, but it needs champions and sponsors.

If you make the Valley a great place to live, work, and play, and enhance the economic opportunities here, I don't think you have to put many resources into marketing it. Businesses that are here will find it in their interests to expand and others will want to relocate here.

Again not sure what we are trying to achieve. How are we measuring our successes? How do we know we met our goals?

What are the before and after metrics and the associated timelines?

Some of our old marketing work that is still accessible on the web site is valuable, but there is no effort to draw good economic development targets to it. It should not be a mine field that does what it is intended to do when someone steps on it. It needs to be promoted so people are drawn to it, and then it should sell the Valley with current positive attraction information.

I believe there are sectors of the economy that are not well represented in the alliance. Manufacturers is one example work closely with our CDD and chamber of Commerce and work with our airport

I'm not sure I have a concrete suggestion. I just know that it would be to our benefit if we could somehow, some way, get the word out that we are a great place to do business. You can have many of the advantages of being in Los Angeles without some of the drawbacks.

I think this "Initiative" should be reassessed and the ROI question answered.

Very diverse market and large population. I think the Alliance does a good job. However, resources are limited and the elected officials in the Valley are anti-business and counter-productive at times.

I haven't really seen any marketing of the SFV by the VEA. I have seen marketing for the VEA by the VEA.

To be honest, I haven't seen much in terms of marketing the SFV as a destination but that could just be me.

If marketing and promotional activities are being done, I'm not aware and I'm pretty up to date on what's going on in the region.

What marketing program?

I haven't seen any marketing at all.

I'm not familiar about these efforts.

Pls list specific metrics

Except for events, I am not aware of the other marketing efforts.

What marketing????? Valley of the Stars plans are all gone (street banners, community signs, Valley of the Stars sign on a mountain etc.)

Unsatisfactory—Find a way to increase funding to market the valley.

#42 Develop an actual marketing initiative committee with regular meetings. Formulate substantive strategies to showcase the Alliance, including its purpose, achievements, investors, and tangible outcomes. The Alliance should be a known quantity to virtually all of the larger companies, and to a large percentage of the employers in the valley. Use the Community Foundation as a base for fundraising and grant writing.

## **Q5 Livable Sustainable Communities**

Affordable housing transportation and local control

I think the approach has to be one of all-inclusive. How do we reach our goals (Federal, State, and local) with regards to Climate change, air pollution and other impacts on our community without joining the one-size-fits-all mantra.

Livable/Sustainable with a varied workforce and employment base is not necessarily mutually exclusive. We need to embrace a "Balanced" approach while paying attention to the ABCs: Affordability, Balance and Choice.

There certainly seems to be a focus on quality of life, commerce, crime prevention.

There are still a lot of issues with homeless, and keeping the streets clean.

You're working on this one, but it's a huge issue. There's policy, advocacy, fund raising and execution. How do you do it all?

Again, the Valley is a diverse geographical area. With the high cost of living, a large unskilled labor pool, this is a challenging area. I don't have enough information on TVEAs efforts on topic to offer other solutions.

The valley is good in this regard other than the homeless issue which nobody seems to be able to sort that out.

Many opportunities to enhance the Valley communities have been uncovered by the VEA but after the opportunities have been discussed and shared by a small group there has been little, if any effort to realize the opportunities. Again, a follow through problem

Work on valley issues like a growing homeless population

I think this "Initiative" should be reassessed and the ROI question answered. Regardless, this area in particular should be single-issue focused at any one time. As an example, transportation.

Actually have meetings that can produce some results

I'm unaware of what the Alliance is doing in this area.

I'm not aware of the initiatives in this area.

Not enough work in this area.

Don't know the goals

The Initiative has not met since Bob Scott and I were relieved of our duties. And Livable Communities must be redefined in economic terms so that the Initiative can march forward to foster a setting for the Valley that will drive economic strength.

Again, just don't hear enough about what the Alliance does.

Bob Scott did, I think, a superb job. Not sure what happened? His programs were well attended and gave the Alliance front and center billing.

I can't rate this area since i am not familiar with the activities on Livable & Sustainable Community of the Alliance  
I know nothing about this initiative.

Not sure I'm as aware as I should be.

I'm not saying this is unimportant. I am suggesting that this is someone else's concern. The alliance should be laser-focused on the needs and concerns of the business community, IMHO. There are plenty of other organizations concerned with sustainability. Let them have it.

#42 This initiative is a great entry point for prospective member/investors, to get them interested in Alliance activities. Use it as a gateway to public policy topics of interest to the valley, such as transportation, infrastructure, technology, housing, governance, regional stewardship, valley data, etc. Avoid taking on issues of a global nature (not valley-specific) or where there is little to no chance we can have a substantial effect.

### **Q6 Education K-12 Higher Ed**

By working with Valley Collage i think this is an area of Strength,.

Started with Canoga Park High, Lowes investment was great, lots of publicity of the gardens. Now, NO AG teacher or program. Canoga Park is looking at an AVIATION Program. Have placed Diane Sanchez to speak with new teacher at Canoga Park High. You should follow up on this and highlight it as YOUR idea to help CPH meet Van Nuys Airport. I think we need to engage with all forms of education and promotion of knowledge. An educated workforce leads to higher paying jobs, economic stability and a sustainable community.

Great job in collaborating with schools, including the Hackathon, hosting events on college campuses and in getting students engaged

The schools in the valley are exceptional by themselves. The valley has show case Granada Hills High School and showed to the public the talent of their students and how they are excelling vs other High Schools in America

I am not familiar with what efforts TVEA has undertaken in K-12. The alliance has some great training programs for business owners to assist them in growing their businesses. TVEA reaches out to recognize students for their achievements in specific areas on an annual basis.

The VEA clearly gets the importance of education.

I think the will is there for strong workforce development and many of the events support this.

Education is important & the Alliance appears to be moving in the right direction.

Great efforts at cooperation and coordination

Very visible leadership through special events and outreach with local colleges and universities. Have heard of k-12 partnerships.

The schools still bring out good Students but we never examine how private Schools contribute to bringing out Great students.

The Alliance tends to be more reactive on education issues, wasn't always that way seems one of the stronger areas, good school connections.

Use our relationships strategically; not just by awards and recognition. All good, but not forward-acting enough.

My sense is this is an area where the VEA does not expend resources except to support the efforts of its investors, which is the value received.

Don't know the goals. I did not even realize these are the Focus areas. I have heard us discuss or get updates on the status of these goals

I can't rate this area either, not familiar with these activities

I know nothing about this initiative.

Pls list specific metrics

Same as above. I think this is a crucial issue but it is someone else's issue.

Also unaware of activities in this area.

#42 It seems we have fair representation in academic fields. This initiative committee should also meet regularly to develop strategies and help to coordinate education with potential future opportunities. We should track charter schools and magnets to assure their success, and support community colleges in their work to provide a bridge to opportunity

### **Q7 Workforce Development & Prep**

A consolidated listing of job fairs and WorkSource Centers that can be disseminated to local employers

Reassess how we engage target audiences like Vets, students, young professionals, C-Level execs, et al

Despite the job fair hosted by the Valley College, I think there is more work to do. Such as bring government agencies and big institutions to the SF Valley and present listings of job openings, ideal candidates and match making opportunities  
Better communication of what has and is being accomplished. The Business Accelerator is a great program, how can we expand it to reach more people.

I think the will is there for strong workforce development and many of the events support this.

Continue to expand the accelerator program, and closer participation with organizations such as the Verdugo Job Center, which serves three of the cities you represent.

Emphasize STEM education tracks; technology application in manufacturing.

Again, this can only improve as we gather knowledge of the every changing workforce environment. However, resources are limited. Partnering is primary. Consider partnering with smaller workforce development boards such as Verdugo and Foothill to achieve results in the entertainment and aerospace areas. Forgive me if we are already engaged with these two organizations. Also, branch out past the LA Community College network to include College of the Canyons, Glendale and others for workforce partnership ideas. Finally, consider a partnership with the Glendale College Professional Development Center. This Center focuses on job training and enhancing job skills for existing workers.

Hire A Vet is the gold star, ride this horse till it dies.

In this area working being done is excellent

Promotion and involvement in training and educational programs has been very effective

I believe this is one of the core elements for Alliance pursuits.

I see you do a lot for job seekers and employers. Well done!

I have been impressed by the job fair.

One question will define our level of success in this area. How many industrialists have been queried as to what they need in a work force, and which educators have said, "that is a great idea and we will establish that in our curriculum next year?"

If Hackathon is workforce development then we have done something.

I think the alliance has done a great job with Hire a Veteran. But again, this is a huge and complex issue, and I think the alliance would be better served to keep its focus on businesses.

Inconsistent

I know nothing about this initiative.

Pls list specific metrics

Don't know the goals. I did not even realize these are the Focus areas. I have heard us discuss or get updates on the status of these goals

#42 Establish an actual workforce development initiative committee with regular meetings. Formulate substantive strategies to promote timely and relevant education and training that will align with existing opportunities and workforce demands. Establish metrics to track results in meaningful ways.