

# MADERA COUNTY INDUSTRY SURVEY



6/10/2010

## Executive Summary

The Madera County Industry Survey provides a view of the local business climate as experienced by a cross-section of companies located in Madera, Chowchilla and the County of Madera. The findings in this report are intended to assist the Madera County EDC and Workforce Partners in planning and implementing business retention and attraction strategies.

# Madera County Industry Survey

## EXECUTIVE SUMMARY



### INDUSTRY STUDY PURPOSE AND PROCESS

The Madera County Industry Survey provides a view of the local, state and national business climate as experienced by a cross-section of companies located in Madera, Chowchilla and the County of Madera. The findings in this report are intended to assist the Madera County EDC and Workforce Partners in planning and implementing business retention and attraction strategies.

For this report, 44 companies participated in a comprehensive interview conducted between the 4<sup>th</sup> Quarter 2009 and 1<sup>st</sup> 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.

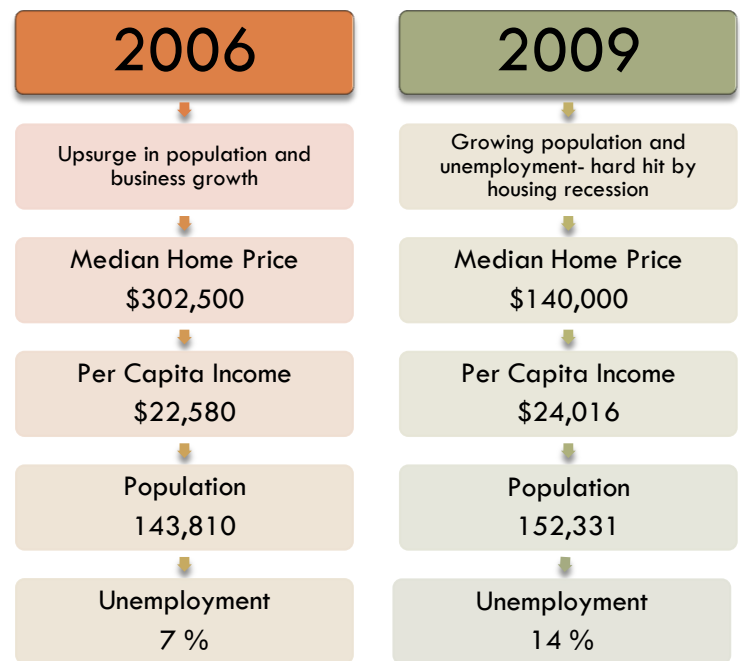
### MADERA COUNTY OVERVIEW AND DEMOGRAPHICS

#### Overall Economy

Located in the surveyed center of California, Madera County encompasses an area of 2,147 square miles and offers two distinct geographic regions in the Central Valley and the Sierra foothills. Madera County has a population of 152,331 people and a labor force of 59,200.<sup>1</sup> Unemployment has doubled since the 2006 report from 7 % to the 2009 annual average of 14%. The per capita income in Madera County is \$24,016 and the average salary per worker is \$34,426.<sup>2</sup>

Madera’s largest communities – Madera and Chowchilla – are located in one of the world’s most productive agricultural regions and are home to the county’s largest manufacturing firms. Eastern Madera County includes small communities - such as Oakhurst, Coarsegold, North Fork and others – that are situated in the Sierra foothills and tourism-related activities are a major component of the economy. As with all of the Central Valley, Madera County is currently experiencing the fall-out from the national housing recession while still growing in population and unemployment.

### ECONOMIC MILESTONES FROM 2006 TO 2009



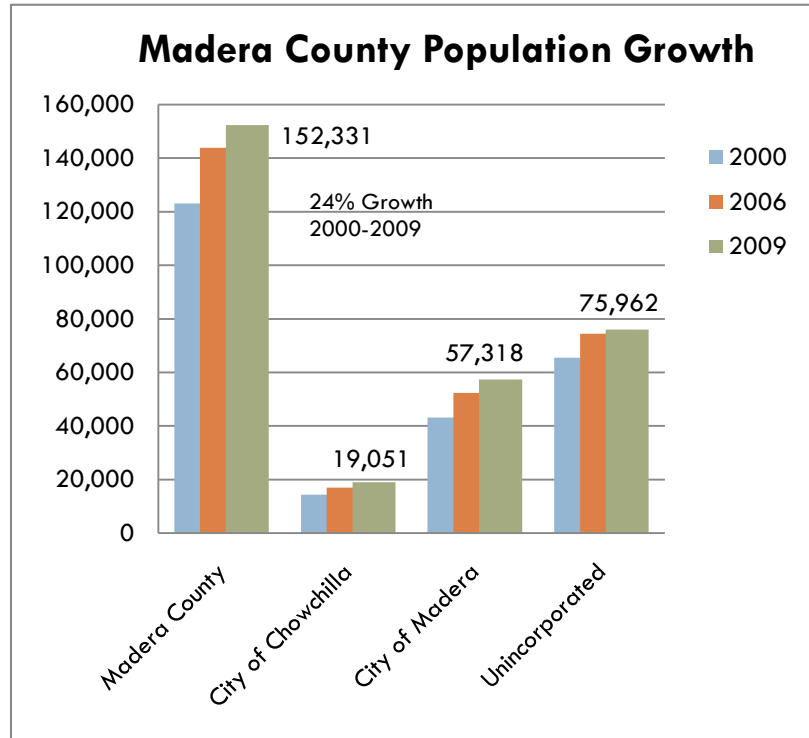
<sup>1</sup> Employment Development Department

<sup>2</sup> Department of Finance

### Population and Income Growth

Madera is one of the **fastest growing counties in California in total income and population**. The population has increased at an annual average of 2.5% per year from 124,531 in 2000 to 152,331 in 2009, a 24% growth factor. The Center for Continuing Study of California's Economy (CCSCE) reports Madera County will be in the top 3 counties for fastest growth from 2008 to 2018, growing at a slightly slower rate of 2.0%.

Income growth in Madera County was 77.4% from 1998 to 2008, as compared with California at 67.7%. It is forecasted that the county will maintain its title as one of the *Ten Fastest Growing Counties* from 2008 to 2018 with an 82.1% growth in total income.<sup>3</sup>

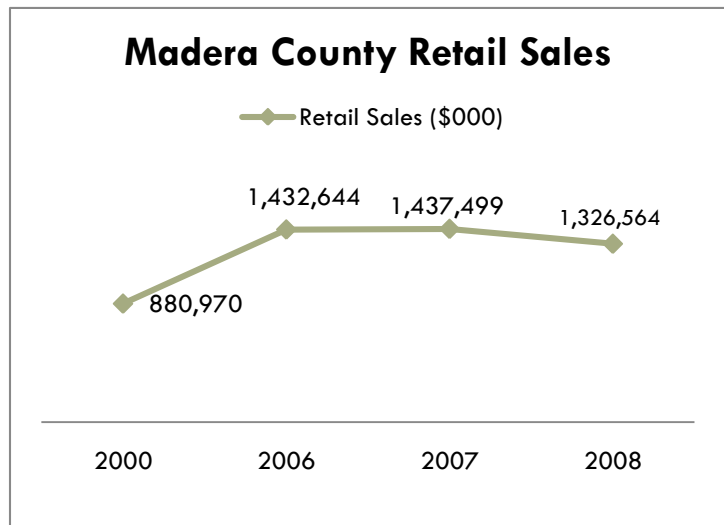


### Housing and Residential Construction

In 2006, Madera County was starting to experience softening of the housing market after an upsurge in residential construction and a dramatic increase in home values. The median home price for April 2006 was listed as \$302,500. In the years following through to 2010, the housing market plummeted to less than 50% of peak values. The median price in February 2010 was \$140,000. Although housing market prices have stabilized, the market has not settled due to the chance of another round of foreclosures. On the brighter side, this drop has brought back affordable home prices for new home buyers, in line with their income.

### Retail Sales

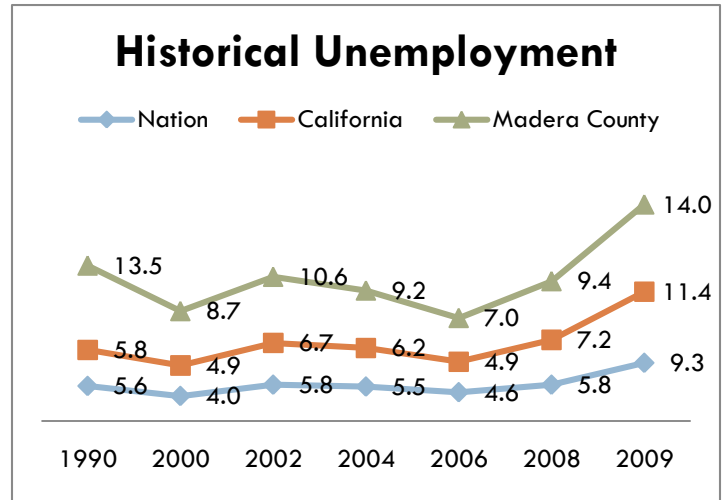
According to figures posted by the California State Board of Equalization, Madera County's retail sales grew at an above average rate from 2000 to 2008. Percentage growth over that period was 50.3% as compared to California at 19.2%. However, retail sales took a slight dip in 2008 at \$1,326,563,585 compared to \$1,437,499,000 in 2007; down 7.7%. (Note: Retail sales are reported one year behind.)



<sup>3</sup> Center for Continuing Study of California's Economy

### Madera County Labor Force

Madera County labor force began to outpace job growth in 2008, edging up the unemployment rate from 7.0% to 9.4%. In 2009, employment took a downward turn widening the gap to 14%. High foreclosure rates, loss of construction activity and auto sales increased unemployment rates throughout the Central Valley. For the 2009 Annual Average Unemployment, Madera County was almost 5.0% greater than the nation and 3.0% higher than California.



### Madera County Industry Employment

The Central Valley ranked higher than the state in job growth from 2000 to 2008 mainly due to “population-serving” jobs. Madera County was in the top ten counties for job growth during this same period. Conversely, from 2008 to 2010 (Feb) Industry Employment in Madera County declined overall by 3,400 wage and salary jobs, representing an 8% loss. The EDD projects that by 2016, growth in Total Employment will be 52,100.

Since the 2006 Madera County Industry Study, the manufacturing sector **lost 300 jobs** according to the Employment Development Department from 3,300 to 3,000. In the survey of Madera County businesses, a loss of 350 jobs was reported.

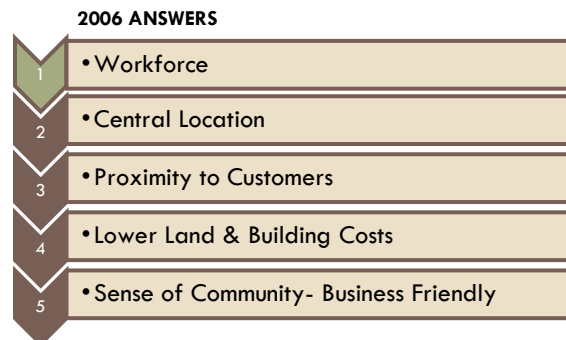
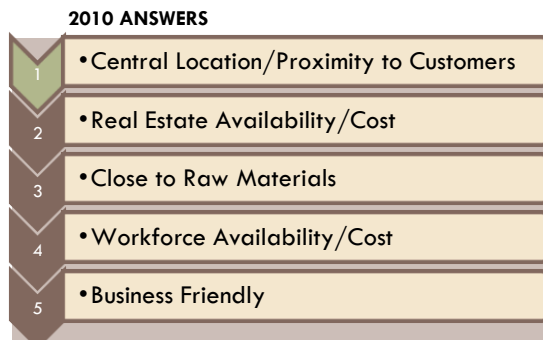
There are 105 manufacturing establishments in Madera County with an average weekly pay of \$878 per employee. Food and Beverage Manufacturing represents 25 of those establishments.

*From 2006 to 2009, 44 Businesses report a net loss of 350 industrial jobs.*

*For 2010, Businesses forecast a net gain of 36 industrial jobs over 2009, leaving a deficit of 314.*

## LOCATION FACTORS FOR MADERA COUNTY/CALIFORNIA

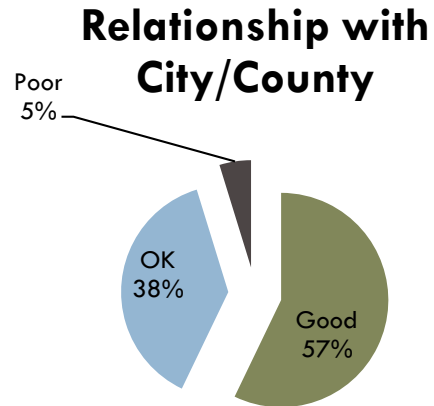
Companies were asked to rank the **top five factors** for selecting their Madera County location. For 34% of businesses, Madera County’s central location was the most important reason to establish or maintain their current locations. In comparison to their answers in 2006, Central Location and Proximity to Customers has taken over as the lead criteria to be in Madera County. Workforce went from the top location factor to the 4<sup>th</sup>, most likely because of increased high unemployment and workforce availability. Real Estate Availability moved up to the 2<sup>nd</sup> highest factor. One company reported costs were 40% lower than the Bay area.



## BUSINESS CLIMATE

### Relationships with Government Agencies

Businesses were asked to describe their relationship with city or county government and to cite examples to illustrate that relationship. **The majority of businesses (57%) cited a good or great relationship.** Part of those responses included no relationship at all, which they viewed as positive. In addition, their relationship with Madera County EDC played a role in their satisfaction level, with 89% having received assistance on an issue of concern or knowing about services.



The **“OK”** responses had at least one issue but still felt good about their relationship. One company stated the city/county could do a better job by understanding their codes better. Another said they need to streamline the process by laying it out for the customer, like having a chart of fees and permits.

The **“Poor”** responses cited issues with fees, unresponsiveness and lack of understanding industry facilities, especially as it related to the Fire Department. One business said the City needs to be more business friendly to existing employers. When they went in for their expansion, they were treated like an annoyance.

### Business Concerns

Madera County has always had a reputation as a great place to do business. The people are friendly, the workforce is hard-working, and costs of doing business are lower. But with the economic downturn and recession experienced over the past two to three years, more and more businesses are getting discouraged with the business climate in California.

Businesses were asked about their satisfaction level of doing business locally and in California. **In Madera County** and its cities, businesses were most concerned about the **lack of skilled employees** that continues to be a problem even with high unemployment. Also, poor planning as it relates to proximity of industry to homes or schools. In addition, many businesses expressed concern over the loss of the Enterprise Zone and what that will mean in the future.

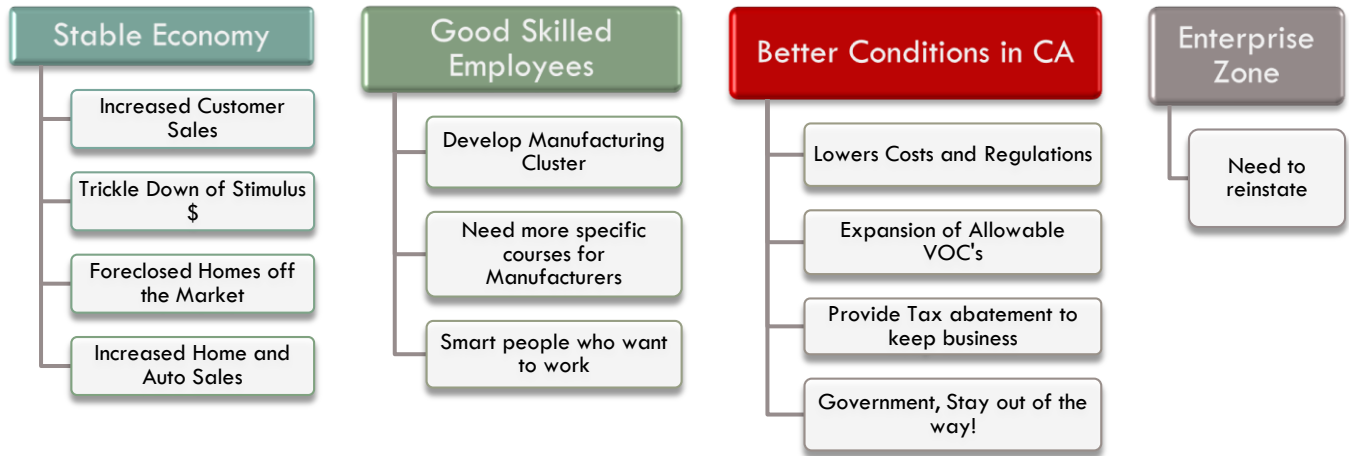
As for **California**, about 48% of those surveyed specifically mentioned it has **too many regulations** which makes doing business difficult and costly. Most of those regulations involve air quality issues which force businesses to have to re-tool or significantly modify their operations in some way. Water restrictions were next in line along with the increasing cost of energy, workers’ compensation, and healthcare.

### COMPARISON OF TOP BUSINESS CONCERNS



### Business Needs for Continued Growth and Government's Role

Businesses were asked to cite their single most critical need to maintain continued growth and what role they saw for local or state government. **Three things rose to the top of the list;** a stable economy leading to more customers, good skilled employees and better conditions for business in California. A final item was the Enterprise Zone. Many businesses expressed concern over losing the only program that provided incentives to help off-set the cost of doing business in California.



### Trends Affecting Industry

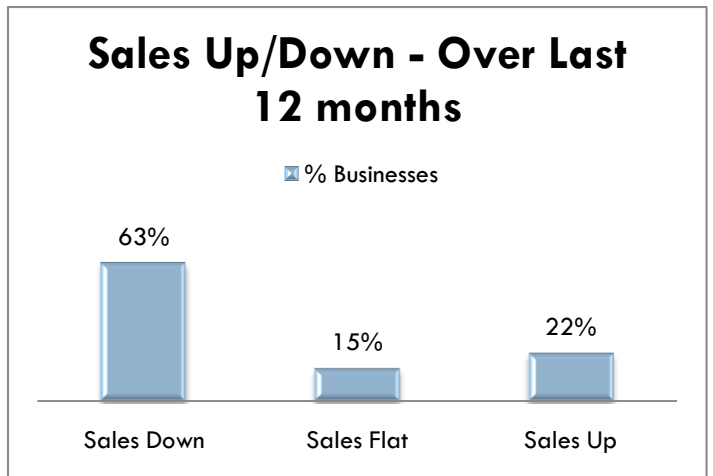
These days, business owners must learn to adapt in order to survive. The economic recession and downturn of the past few years has claimed many once strong and thriving businesses, including: major banks and financial institutions, real estate companies, and thousands of small businesses. The following trends were cited by Madera County businesses in the current economy:

- Expansion on Hold-Efficiency on Rise,
- Greener Footprint,
- Consumer Wants Cheaper Prices,
- Bring "Out-sourced" In,
- Wine is Doing Well,
- Consolidation,
- And "Niche" Market Development.

## BUSINESS EXPANSION/CONTRACTION

### Madera County Employment and Sales

Overall employment in surveyed businesses shows a decline in the manufacturing sector while some increases are showing in the food processing sector. In the survey, there was an overall drop of 2.2% in manufacturing employment as the majority reacted to loss of sales. Out of the businesses surveyed, 63% said their sales have been down or are in decline (from 20% to



80%) so far in 2010. 15% of the businesses surveyed say sales so far this year are flat, while the remaining 22% of businesses are enjoying sales gains.

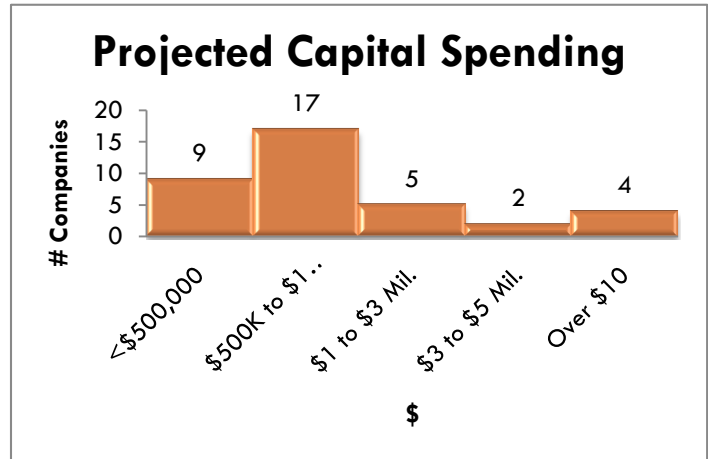
As for the future, nearly 34% of the businesses surveyed say they expect more workers to be on their payrolls before the end of 2010. However, most of these increases are replacing jobs that were lost, continuing a reported deficit of 314 jobs over 2006 levels.

**Facility Expansion/Contraction**

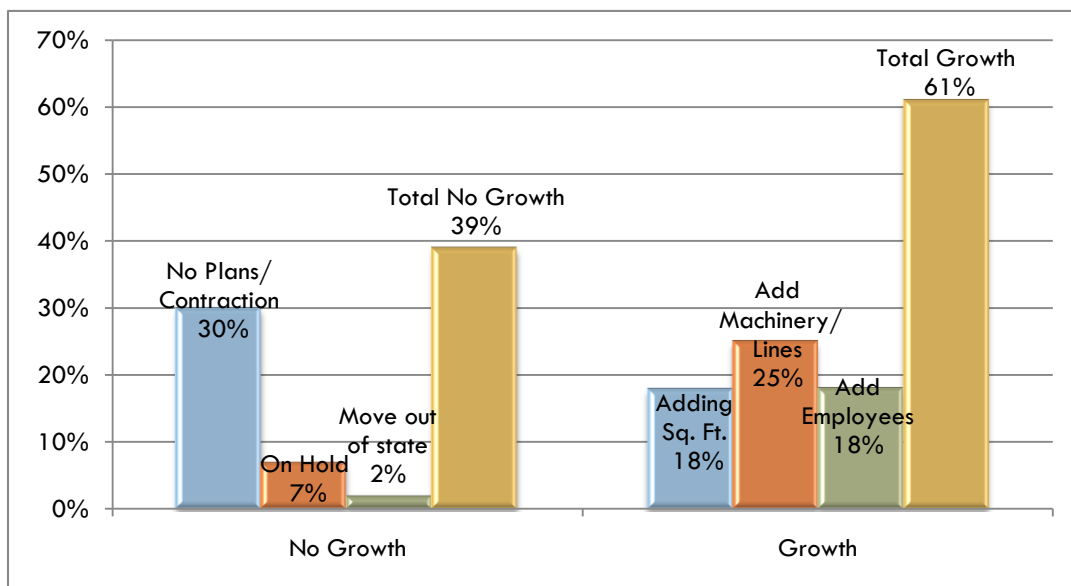
With most businesses in the Central Valley facing economic hardships the past two years as the national and state economies have lapsed into recession, the Madera County Industry Survey shows there is a growing optimism among businesses about hiring employees and expanding their businesses in the coming year.

**Overall, those in the food processing sector show the most growth and stability** while those in the manufacturing sector, particularly with the companies connected to the real estate and housing sectors, show declines and less optimism.

- The survey shows that about **39% of those surveyed are keeping a no-growth stance** or keeping expansion on hold, essentially just trying to hang-on and survive.
- While **61% say they plan to expand or upgrade** their operations in the form of adding square footage, machinery lines and/or employees. The employee additions are mainly recovery jobs. The new machinery reported is for efficiency or to add new lines to enhance sales.



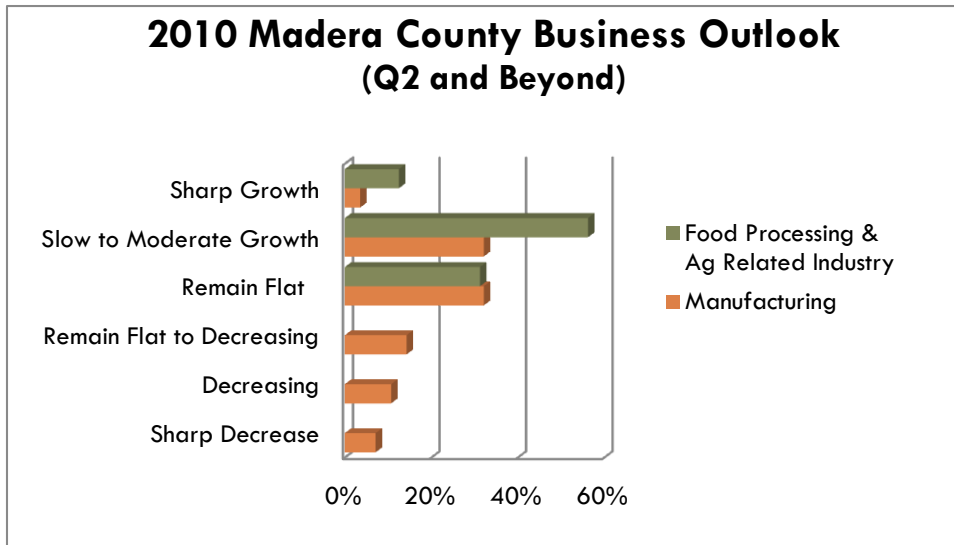
**Companies were asked if they had GROWTH plans in 2010**



## CRYSTAL BALL BUSINESS OUTLOOK

The survey asked businesses about employment trends, the current business climate and opinions about their business during the next year. Overall, business outlook shows signs of improvement with the majority of Madera County businesses (40%) expecting slow growth into 2010, while 31% expect the same as 2009. Much of the anticipated growth will be recovery from layoffs and sales declines according to the Madera County Industry Survey. The results are shown in the below chart:

### Q2 2010 until Year-End: Business Expectation



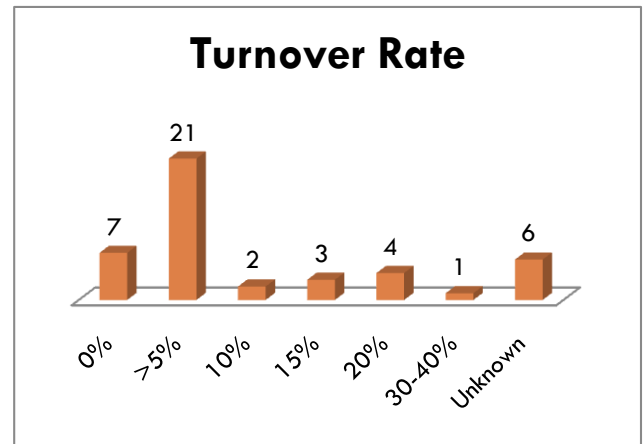
## SUCCESS IN FINDING EMPLOYEES

Businesses were asked, **“How successful has your company been in attracting trained and trainable labor in Madera?”** Manufacturers and food processors responded they are generally satisfied with their ability to find local applicants. Companies expressed the greatest satisfaction with their ability to find trainable employees while trained employees with specialized skills like Machinists, Mechanics, Welders, Plumbers, and Electricians are more difficult.

Companies did note that the skill sets required for production positions are increasing and entry-level employees require higher math, reading, and comprehension skills to keep pace with the technological improvements to equipment. For one company, the answer to finding qualified employees has been to look to the next generation (18 to 21 year olds) because of their familiarity with technology.

### TURNOVER RATE

The uncertainty of the economy has created an environment where employees place more value on their jobs. This is illustrated by the drop in turnover rates, as well as employee attitudes, such as the willingness to work night shifts.



The majority of Madera County companies (64 percent) are currently experiencing turnover rates of five percent or less. Seven companies noted their turnover rate had fallen to zero.

**EMPLOYEE WAGES**

In June 2006, California passed a bill raising the minimum hourly wage from \$6.75 to \$7.50 on January 1, 2007, and to \$8 on January 1, 2008. Since the 2006 Madera County Industry Survey, employers reported an overall increase in wages of \$1.50 for entry-level positions in Madera. In a few cases, companies that had set entry-level rates above minimum wage in 2006 have not altered their pay structure.



**Entry-level hourly wage rates** range from \$8 to \$15.80/hour. The median starting wage for Madera companies is \$10/hour. This is up from the 2006 survey by \$1.50 to \$2.00 per hour.

**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 <b>Current Outlook</b> for your business in this economy?	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>
How are your <b>Sales</b> compared to last year at this time?	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>48% of businesses reported <b>lower sales</b> 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.</li> </ul>

<p>What are your plans for <b>Employment and Capital Expenditures</b>?</p>	<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"> <li>• 43% plan to make capital expenditures in 2010 with 25% adding new machinery and 18% adding square footage.</li> <li>• 89% of businesses do not anticipate layoffs and 34% plan to add or hire back employees in 2010.</li> </ul>	<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"> <li>• 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%.</li> <li>• 95% of small business owners do not anticipate layoffs in 2010</li> </ul>
<p>Did you have <b>Employment Layoffs in 2009</b>?</p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<p>Have you <b>Gone “Green”</b> in any way?</p>	<ul style="list-style-type: none"> <li>• 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%).</li> </ul>	<ul style="list-style-type: none"> <li>• 43% are using recycled materials, while 70% have taken action to make their business “greener.”</li> </ul>
<p>What is your <b>Outlook</b> for the next 12 months?</p>	<ul style="list-style-type: none"> <li>• 48% of businesses expect to see signs of recovery beyond the 2<sup>nd</sup> Quarter of 2010 into 2011, while 31% expect the same as 2009 and 21% expect a decrease in profitability.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<p>Top Advantage of Doing Business</p>	<ul style="list-style-type: none"> <li>• <b>Central Location and Proximity to Customers</b> 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 4<sup>th</sup>, most likely because of increased high unemployment and workforce availability.</li> </ul>	<ul style="list-style-type: none"> <li>• The top advantages of doing business in California have remained the same since the survey began asking this question in 2004. They are the <b>state’s favorable climate, opportunities for growth and family ties.</b></li> </ul>

Top Challenge	<ul style="list-style-type: none"> <li>• <b>State costs and regulatory environment</b> was identified as the number one issue as compared with 2006 top issue of skilled labor. 48% of those surveyed specifically mentioned it is <b>too regulatory</b> which makes doing business more costly and difficult.</li> </ul> <p>As far as the top challenge for industry, the economy was the elusive factor that business is facing.</p>	<ul style="list-style-type: none"> <li>• The top challenge identified in running a business in California – the <b>state’s economy</b> – 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)</li> </ul> <p>For example, California lost 6 percent of its payroll employment in 2009 while the nation lost only 4.3 percent.</p>
2 <sup>nd</sup> Challenge	<ul style="list-style-type: none"> <li>• The number two issue this year was the overbearing regulations of the San Joaquin Valley Air Pollution Control District. Businesses expressed <b>concern over the Air Quality District</b> regulations and how they are unable to expand VOC’s (Volatile Organic Compounds).</li> </ul>	<ul style="list-style-type: none"> <li>• 38% of business owners cited <b>state and local business taxes</b> as the second biggest challenge. This, as concern about the national economy dropped from 31 percent last year to 25 percent this year.</li> </ul>
3 <sup>rd</sup> Challenge	<ul style="list-style-type: none"> <li>• The number three issue was <b>skilled labor</b>. 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 29% ranked the third biggest challenge as <b>workers’ compensation costs</b> (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.</li> </ul>
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 4<sup>th</sup> Quarter 2009 and 1<sup>st</sup> 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>

## 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	Recommendation
<b>Jobs and Training Connection</b>	
<b>Skilled Employees Needed</b>	<p><b>Community College-</b> “needs to have more vocational classes that closely match what manufacturer’s need.”</p> <ul style="list-style-type: none"> <li>• 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. <b>If the classes described below are now offered, the MCEDC should play a role in educating manufacturers about the new opportunities.</b> Many of the manufacturers surveyed did not regularly attend the GMCIA and may need to be educated on what is available.</li> <li>• 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: <ul style="list-style-type: none"> <li>○ mechanical,</li> <li>○ electrical,</li> <li>○ hydraulics,</li> <li>○ machining,</li> <li>○ manufacturing management</li> <li>○ and, industry-specific courses for cluster industries like injection-molding, and the power plant industry.</li> </ul> </li> <li>• Direct stimulus or training dollars towards implementing a few more courses each year. Madera County will become known for its specialized manufacturing labor.</li> <li>• <i>From the Job’s Forum:</i> Education opportunities are limited. Concentration should be given to expand programs at the Community College and Vocational Level.</li> <li>• Offer Certification for jobs that do not usually have a certificate.</li> <li>• Leverage <i>Green Jobs</i> funding to provide training that emphasizes manufacturing skills that can cross-over to green occupations.</li> <li>• Explore partnership opportunities with local educational facilities – UC Merced, Fresno State, and Madera County Office of Education, etc. to create demonstration sites within Madera.</li> <li>• Some of the manufacturers had worked through the GMCIA to assist the education sector with the needs of employers.</li> </ul>

### Basic Skills Nurturing

**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.

### Use of Workforce and Training Programs

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.”

#### Quality of Candidates

- 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.

#### Understanding of Services

- 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

**State-** As one manufacturer says, “help us with regulations, it is well-known they are regulating us out of the state.”

- 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 *call to action* 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).

**Local-** “Need to have an emphasis on what it takes to keep businesses operating in Madera County.”

- 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**

**MCEDC- “work on keeping Madera County in the face of industry.”**

- 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 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 <sup>4</sup> 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.

A full report is available through Madera County Economic Development Corporation.

<sup>4</sup> Madera County Jobs & Economic Forum- December 8, 2009