



The County of El Dorado

Office of Economic Development

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**SUBJECT: Golden Sierra Job Training Agency
Vital Assets Program
Bidder's Response Information/Checklist**

Contact Information

1. Name of Organization:

El Dorado County, Chief Administrative Office - Office of Economic Development is the contract bidder.

2. Region of Services:

The El Dorado County, Office of Economic Development serves the 1,094,910 total square miles of unincorporated El Dorado County and works in conjunction with the incorporated Cities of Placerville and South Lake Tahoe.

3. The contact for the bidder's response is:

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Chief Administrative Office
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4. Statement of Authorization:

On Tuesday, June 30, 2009 the El Dorado County Board of Supervisors approved and authorized County staff to prepare and submit a **Vital Assets** grant application and conduct work as identified in the grant.

History of Organization

5. Description of your organization.

The El Dorado County, Chief Administrative Office's, Office of Economic Development (OED) coordinates and conducts county-wide economic development efforts (retention and expansion, attraction, and entrepreneurial growth), while promoting sustainable local economic growth.

The El Dorado County 2004 General Plan contains an Economic Development Element which emphasizes the importance of preparing and implementing an Economic Development Strategy. The implementation of this strategy was adopted October 2, 2007 by the Board of Supervisors and focuses on three core components:

- Regulatory Reform
- Business Retention & Expansion
- Entrepreneurship/Attraction

This program is responsible for stimulating sustainable business growth and economic expansion, while averting business closures and employee layoffs. Activities include assessing, matching, and assisting businesses in accessing technical assistance programs, financing, and programs designed to retain and expand, attract and promote business development. OED assists employment generating businesses through the County's business development permitting process. In addition, OED also oversees the annual Promotions Account awards and monitors service providers' annual performance.

The Board of Supervisors recently adopted a 12-month action plan for county-wide economic development activities. This plan focuses on three areas:

- Regulatory Reform
- Transportation Infrastructure
- Economic Development Tools

Precisely because of the contracting local economy, the interconnected nature of activities affecting our local economy, the Board of Supervisors has designated the Chief Administrative Office - Office of Economic Development as the lead office to coordinate County economic development efforts and work with our partners in growing a sustainable and diverse economy.

6. Description of your organization's connection to local business and business services.

The El Dorado County, Office of Economic Development has a strong track record of working with local businesses directly and in conjunction with our local and regional partners. (Attachment A, page 1) Our office provides access to tools, resources, technical assistance and entitlement permit process navigation assistance to the County's approximately 8,023 businesses and budding entrepreneurs. (Attachment A, page 2) Since April 2007, the Office of Economic Development's "Business 411" Program has directly assisted over 534 local companies and connected them to small business and entrepreneurial services such as: financing; procurement opportunities; workforce development and training programs; small and medium enterprise technical assistance; along with offering a Permit Ombudsman service to those seeking to navigate the County entitlement process. (Attachment A, page 3)

In addition, we reach out to local businesses through the Business Visitation and Business Walk programs. This allows us to leverage an existing regional internet based

service provider network, Metro Pulse. The Business Visitation program has conducted 399 business visits with local companies, providing a variety of information and technical assistance. (Attachment A, page 4) The Business Walk program, held in partnership with the El Dorado Hills Chamber of Commerce, has held two annual events and visited with 305 businesses. (Attachment B)

7. Description of your organization's relationship with county or city economic development efforts.

The Office of Economic Development encourages and coordinates collaborative efforts among the multiple jurisdictions in El Dorado County. Examples of this collaboration include: a multi-jurisdictional basin-wide effort to develop a strategic prosperity plan for the Lake Tahoe basin; information sharing between the City of Placerville and County to support the needs of regional business and employment clusters. The OED is an investor in the Sacramento Region's Metro Pulse Business Retention & Expansion program, which is managed by the Metro Chamber. OED is also a member of the Sacramento Area Commerce and Trade Organization (SACTO), a regional business attraction and marketing organization supporting the six-county region. OED has also developed a strong partnership with the local Workforce Investment Act programs by coordinating economic development training for the County and coordinating outreach efforts aimed at local businesses.

8. Describe your ability to manage or your history with managing, grant based programs (provide examples).

The Chief Administrative Office is extremely competent at managing grant based programs. In addition to managing an annual distribution of Hotel & Motel Tax funds for underwriting County promotional activities, the Chief Administrative Office has secured and efficiently managed the following grant funds. (Attachment C)

- El Dorado County, Human Services, WIA program has received \$670,510 in 2007/08, and a further \$805,010 in Workforce Investment Act monies for 2008/09;
- 2006 Office of Economic Development received a Pacific Gas & Electric grant for \$7,500;
- 2006 Office of Economic Development, working in conjunction with community partners in the Cameron Park area were awarded a \$35,000 Economic Development Block Grant (EDBG-877) for a Farmers market feasibility study;
- Since 2001 El Dorado has been awarded \$773,100 from Federal and State for the Rubicon Trail. Staff in CAO's office has been responsible for all reporting, invoicing and have had no issues with the audits of these funds. Additionally, the County recently received an additional \$209,036 in funding for 09/10 for the Rubicon Trail.

Services/Deliverables

9. What services from the "Examples of Categorization of Rapid Response Activities" matrix do you propose to provide?

The Office of Economic Development, in collaboration with the County's Human Services – Workforce Investment Act, regional and local regional community economic

development partners (Los Rios Community District, Folsom Lake Community College – El Dorado Center, Lake Tahoe Community College, Sacramento Metro Chamber, El Dorado County Chamber, El Dorado Hills Chamber, Lake Tahoe South Shore Chamber, Shingle Springs Cameron Park Chamber, Divide Chamber of Commerce, and the Economic Development Advisory Committee of Pollock Pines), will provide all of the required services from the “Examples of Categorization of Rapid Response Activities”. The specific focus will be the following:

- Conduct collaborative on-the-ground business walk and business visitation activities, identifying vulnerable or At-Risk businesses for in-depth follow-up counseling;
- Customize services for the specific population being laid off to enhance the success of Rapid Response in helping people transition back to employment;
- Expand the existing business outreach visitation program with additional contractual staff “Circuit Riders” and volunteers. The Circuit Riders will be trained on the latest WIA Business Services/Rapid Response assistance. They will then offer in-depth counseling to those identified vulnerable and At-Risk businesses;
- Provide One-Stop and Rapid Response materials – both electronically and during on-site visits;
- Expand online small business and industry specific literature offerings in conjunction with local and regional chamber and community college workforce experts;
- Refer employers to business services and industry sector specific workshops;
- Utilize existing business service referrals notification systems, Metro Pulse, to speed and monitor service delivery, maintain quality control, and determine successful completion of At-Risk and Rapid Response assistance.

10. How will you coordinate with or communicate services to businesses with other partners (i.e. WIA mandated partners)?

The Office of Economic Development and its partners, propose to utilize the following:

- Through County staff, community college, and chamber resources to conduct Business Walks;
- Through Circuit Riders and volunteers will conduct targeted Business Visitations;
- Via a wide distribution of information and materials, in electronic and hard copy format, by our partners communication channels;
- During monthly meetings of the El Dorado County, Economic Development Advisory Committee;
- During the monthly meetings of the El Dorado County Joint Chambers;
- Via El Dorado County, Economic Development web presence, media campaigns and announcements;
- During the Monthly Roundtable meetings among the initiatives partner organizations and the County Office of Economic Development;
- During quarterly reporting and presentations of economic development activities to the El Dorado County Board of Supervisors.

We will identify and direct training/employment/skills development requests to the local WIA operator. For those partners not members of the Metro Pulse regional system, we will invite them to participate, providing both on-site hands-on training of the system as well as make available the Metro Pulse 24-hour customer assistance all at no cost to the WIA partners.

11. Specific activities and program deliverables to meet the goals of this contact are:

The Office of Economic Development, in cooperation with our local and regional partners, will conduct the following business outreach and counseling activities:

- Business Walks - Business walks facilitate meetings with a large number of businesses in a very short period of time. During each visit, the “walkers” will assess the potential for layoffs and/or permanent closure. Following each business walk, the information gathered will be uploaded to Metro Pulse and a report of the key findings will be prepared. The County Human Services’ Workforce Investment Act, Folsom Lake College’s El Dorado Center, and the Lake Tahoe Community College will assist in workforce transition and training assistance. What we learn from these visits will help the County and its partners identify systemic challenges that could lead to layoffs and/or closures across large clusters of businesses. Conditions unique to the Lake Tahoe business community limit the effectiveness of the traditional business walk model. Therefore, a hybrid version of a traditional business walk will be implemented utilizing the communication function of the Metro Pulse platform to illicit initial feedback.
 - **DELIVERABLE: 3 business walks per year/ averaging 120 business per event = 360 businesses annually/720 businesses per term of the grant.**
 - **DELIVERABLE: 1 hybrid business walk in Tahoe Basin targeting 50 industry specific IT, green construction and technology, and location neutral businesses annually/100 businesses per term of the grant.**
- Business Visitations – Intensive business visitations, conducted by trained Circuit Riders, will be target based on data gathered during the business walks and Dunn & Bradstreet Business Risk Assessment Reports. The Circuit Rider assigned to the business will devise a game plan for mitigating the challenges that threaten to lead to layoffs and/or closure. Utilizing the communications features in the Metro Pulse system, the Circuit Riders will be responsible for assembling the team of technical service provider(s) best suited to averting the layoff threat.
 - **DELIVERABLE: Conduct a minimum of 100 business visitations annually (200 two years) to the targeted businesses, providing technical assistance, employee workforce transitional assistance, skills development, and One-Stop Center referrals.**
- Circuit Rider and Volunteer Training Development – Los Rios Community College District, Business and Economic Development Center (BEDC) and the Lake Tahoe Community College, Institutional Research and Planning Unit (IRPU) will collaborate and develop comprehensive matrix’s of available training, retraining and support

organizations for El Dorado County's potentially dislocated workers and their employers. The matrixes' will include a detailed description of resources and contact information and will be offered in both paper and web formats to business communities both on the Western Slope and in the Tahoe basin. Materials and links will be provided during business visitations conducted as part of this grant project. BEDC and IRPU staff assigned to this project will conduct the necessary research with regional Workforce Investment Boards, secondary and post-secondary educational institutions (in both public and private sectors), non-profit organizations and other service providers and will review and update information quarterly.

BEDC will lead develop of and conduct three twelve hour training programs, in collaboration with the IRPU and El Dorado Center college staff, on methods to successfully conduct visitations to businesses at-risk for layoffs and/or closure. The program will be geared towards enhancing the skills and effectiveness of economic and workforce development professionals to collect pertinent information in a way that is non-threatening and results in the most accurate accounting of the current status of the business. The course will include topics such as but not limited to:

1. Effective interviewing skills
 2. Understanding the at-risk business
 3. The use of the Metro Pulse business retention and expansion database as a tool for information collection and collation
 4. Available training, retraining and support services organizations in the El Dorado County region
 5. Developing rapid responses to projected layoffs and/or closure
 - **DELIVERABLE: A comprehensive matrix of available training, retraining and support organizations for El Dorado County businesses. Distributed to 6,000 businesses electronically and in hard-copy via our grant partners.**
 - **DELIVERABLE: Trained Circuit Riders and volunteers. Training materials and Circuit Rider business visitation processes that can be adapted for use elsewhere in the region.**
- Central Business Data Base - Office of Economic Development will utilize and consolidate County Business License data, Dunn & Bradstreet Risk Assessment Reports, existing Metro Pulse business data, Buxton – Customer Analytics tool, and Sacramento Regional Research Institute industry sector analysis to formulate the appropriate mix of outreach strategies, geographic focus, and partnership organizations to enlist when conducting outreach and assessment, training efforts.

Utilizing data gathered during ongoing collaboration between County departments (DOT, Development Services, Human Services, and Economic Development), the partnership will target outreach efforts in the following key economic centers. (Attachment A, page 5)

- El Dorado Hills and Bass Lake Grade
- Lake Tahoe and Meyers and Alpine County
- Camino, Apple Hill, and Pollock Pines
- Divide North County (Georgetown, Greenwood, Pilot Hill, Cool, Kelsey, Swansboro, Coloma/Lotus)
- Fair Play South County (Mt. Akum, Pleasant Valley, Somerset, Grizzly Flats)
- Shingle Springs and Cameron Park
- Placerville - Missouri Flat (Diamond Springs, El Dorado, Pleasant Valley)

These outreach activities shall not be limited to these above listed key economic and geographic areas, yet will spread throughout the County via direct and indirect marketing and communication channels as previously mentioned.

Industry Sectors:

The following industrial sectors have been collectively identified as vulnerable and prioritized for initial outreach:

- Health, Wellness, Medical Services, and Senior Services Community
 - Leisure, Recreation, and Hospitality Services
 - Accommodation and Food Services
 - Professional, Scientific, Technical Services
 - Business and Real Estate Services
 - Construction and Green Technologies
 - Retail and Wholesale Trades
- **DELIVERABLE: Creation of community and/or industry specific forums that identify challenges and help in creating solutions that could avert layoffs and/or plant closures in geographically specific areas and/or within industry clusters of businesses**
- Project Coordination – The Office of Economic Development will organize and coordinate the initiative with partnering organizations eliminating duplicative efforts, segmenting outreach activities via geographic and/or industry sectors as deemed appropriate by the group. We will establish regularly scheduled meetings among the partnership, completing all required WIA mandated documents.
 - **DELIVERABLE: Improved service delivery to the business community.**
 - **DELIVERABLE: Monthly meetings with partner organizations.**
 - **DELIVERABLE: A comprehensive, county maintained, web presence offering businesses materials developed through this grant.**
 - **DELIVERABLE: Creation of industry specific solutions that avert layoffs and/or business closures across large clusters of businesses.**

Budget

12. Full Amount of Proposal (2 years):

\$342,728.80

Number of Full-Time Equivalent (FTEs) and their title associated with the provision of Vital Assets services:

The El Dorado County, Chief Administrative Office – Office of Economic Development will hire outside contractors (Circuit Riders) and a data entry coordinator.

Circuit Rider (Business Outreach Professional)	
½ time = 1040 hours at \$23.50 per hour with no benefits =	\$24,440.00
Circuit Rider (Business Outreach Professional)	
½ time = 1040 hours at \$23.50 per hour with no benefits =	\$24,440.00
Data Entry Coordinator	
½ time = 1040 hours at \$10.93 per hour with no benefits =	\$22,734.40
El Dorado County, Human Services, Workforce Investment Act	\$15,000.00
Reimbursement to Dept. of Human Services for cost of	
WIA Case Managers and Work Experience Program clients	

Annualized amount of Request: \$171,364.40

Annualized wages associated with FTEs: \$86,614.44

Annualized amount associated with benefits: N/A

Average cost per business served: \$336.00

The annual average cost of business served through Business Walks (410) and Circuit Rider Business Visitations (100) is \$336.00. This assumption does not take in account the distribution of information and materials nor those businesses accessing the business retention and layoff aversion initiative through alternative means.

Average cost of job created/retained:

With the economy likely to be operating below capacity for a couple of years, job creation and, primarily, retention are an essential community, economic, and workforce development strategy into the foreseeable future. Assigning an accurate probability cost to the number of jobs created and/or retained through future activities of the VITAL ASSETS grant is undeniably difficult. The partnership endeavors to utilize these grants funds in the direct support of employee retention and job creation.

Other annualized expenses, materials, etc.:

Sacramento Metropolitan Chamber of Commerce

Four annual area Business Walks (materials and event support) \$34,000

The County will contract with the Metro Chamber to conduct four business walks in each of the next two years (8 during the term of this grant).

Folsom Lake College, Free Enterprise Club \$5,000

The Folsom Lake College Students in Free Enterprise Club will recruit students, organize and participate in business walks to businesses on the western slope of El Dorado

County. That will serve as the foundation for further efforts by Circuit Riders and others to conduct in-depth assessments of vulnerable and at-risk businesses.

Lake Tahoe Community College

Green Education Program \$15,000

Lake Tahoe Community College, through its Green Education Program, and in collaboration with the Lake Tahoe South Shore Chamber of Commerce will develop and provide workforce training in the industry sectors identified from area business walks. LTCC will assess employer needs for training and certification and align the development and implementation of training and educational curriculum.

Los Rios Community College District, Business and Economic Development Center (BEDC)

Development of Resource Matrix (research and development):

Economic Development Liaison: \$96.25/hour for 120 hours \$11,550

Training Program (development and implementation)

Course Developer: \$200/hour for 80 hours \$12,000

Training for three (3) eight hour programs: \$2400 X 3 \$7,200

Subtotal Los Rios BEDC \$30,750

In-kind Support: El Dorado County, Office of Economic Development and Human Services, Workforce Investment Act program will provide office space, computers, materials and supplies to support the hiring, training, and program staffing of Circuit Riders and the Office Assistant.

The El Dorado County, Human Services, Workforce Investment Act staff will provide and share the results of the Dunn and Bradstreet Risk Assessment reports, work with the Office of Economic Development, and coordinate Rapid Response efforts throughout the County.

The Sacramento Metropolitan Chamber of Commerce (Metro Chamber) will provide office space, computers, materials and supplies for the business walk coordinator. An estimate of \$2,000, per business walk, has been assigned as the value of in-kind contributions of staff and volunteer time associated with this portion of the grant. Additionally, access to and training with the Metro Pulse BRE tool, and 24-hour customer service will be provided – at no cost - to each of the WIA partners and local agencies/organizations not already utilizing the Metro Pulse regional Business Retention and Expansion system.

The Lake Tahoe Community College (LTCC), working in conjunction with the City of South Lake Tahoe and the Lake Tahoe South Shore Chamber of Commerce will perform business visitation outreach utilizing the Circuit Rider model in order to assess the needs of local employers for training and education in targeted emerging industry sectors. LTCC will develop institutional capacity to provide access to training in key growth

sectors, such as green building and information technology, in order to support the broader goals and objectives of the *Prosperity Plan* for the Lake Tahoe basin. The *Prosperity Plan* is a bi-state, multi-jurisdictional/organizational collaborative for the purposes of developing consensus around a community and economic development plan for the Tahoe basin future. This plan is currently under final review for U.S. Department of Commerce, Economic Development Administration funding.

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