

Goal: Enable a Prosperous and Vibrant Economy

Meaning - Macro/High Level Measures	
Measure	
1) Increased percent of population receiving a high school diploma and some further specialized training (apprenticeship, technical school, college, etc.)	
2) Higher Median Household Income	
3) Increase the one home to job rate	
4) Increase sales tax revenue	
5) Increase TOT revenue	
6) Lower unemployment	

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Phase I: Identify Current Resources and Conditions		
Objectives	Tasks	Performance Measures
<p>1) Attract, Develop And Retain Businesses That Provide Economic Sustainability And Quality Job Creation</p>	<p>A) Identify configuration of the business community by sector, size and location i) Use GIS to map the business community B) Identify vacant commercial and industrial parcel information C) Assess current attraction, development, retention tools D) Identify the current local business development tools available in the community (e.g. business development training programs, business incubators, county business liaison, etc.) i) Once development tools are identified, send out a survey to find out if businesses know about them</p>	<p>A - 1) What percent of the businesses are commercial and industrial A - 2) What percent of the businesses are small, medium or large A - 3) Percent of active businesses in X sector that are located in X area of the County B - 1) Percent vacant commercial parcels B - 2) Percent vacant industrial parcels B - 3) Percent of commercial square feet in the County occupied by X business sector during the fiscal year B - 4) Percent of industrial square feet in the County is occupied by X business sector during the fiscal year C - 1) How many times has attraction, development and retention tools been used successfully D - 1) What percent of businesses know about the local development tools</p>
<p>2) Increase Employment Opportunities by Improving Workforce Development Skills</p>	<p>A) Identify current workforce resources B) Identify labor skills gaps and assets i) Conduct survey with the business community to determine labor skills gap ii) Conduct survey with economic development recruiters and regional economic development organizations to determine labor skills gap iii) Identify skills the County's workforce has in abundance for business attraction C) Identify labor development agencies and resources i) Identify both local, state and national agencies that can help in labor skills development</p>	<p>B - 1) Percent of residents with an education level above a high school diploma/GED B - 2) Percent of residents that have further training past a high school education (e.g. community college classes in biotechnology manufacturing or apprenticeship program) B - 3) Percent of County businesses in survey dissatisfied with County workforce skills B - 4) Percent of economic development recruiters and regional organizations dissatisfied with the County's workforce skills C - 1) Percent of local and national agencies that provide labor skills development in the County</p>

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<p>3) Invest in Infrastructure Needs to Improve and Maintain Competitiveness</p>	<p>A) Conduct a comprehensive digital, water/sewer, gas, electricity, etc. infrastructure needs study to identify potential economic development zones or cluster zones i) What does it cost for digital, water/sewer, electricity, and gas in the county ii) Conduct a County area study of high speed internet service (broadband or wifi) B) Prepare capital improvement plans C) Identify assets in each community (e.g. digital, water/sewer, roads, parks, trails, etc.) i) Have communities identified their business attraction and growth assets and needs</p>	<p>A - 1) Average cost of water per gallon, waste water gallon, electricity kW, gas cubic foot... in County areas compared to other areas and peer counties A - 2) Percent of the County having high speed internet fast enough for business use B - 1) Total amount of the capital improvement plan C-1) Percent of communities that have identified their business retention assets C-2) Percent of communities that have identified needed business attraction or growth assets C-3) Percent of communities that have created marketing devices to communicate assets</p>
<p>4) Strengthen the County's Business Friendly Reputation</p>	<p>A) Research methods on how to communicate the County as a business friendly location B) Collect all the information on why the County is a positive place to do business i) Send a survey to the business community C) Collect the County's total development fee rates as compared to local and regional alternatives D) Send a survey to local businesses asking how the County could improve its services i) Look into County processes that are identified as onerous for the business sector as compared to peer counties</p>	<p>A-1) How many organizations were evaluated on their communication methods B-1) What percent of businesses and organizations responded to survey B-2) What percent of the business community thinks the County is a positive place to do business C-1) What percent above/under the median is the County's total development fees as compared to local and regional alternatives D-1) Percent of local businesses responded to survey D-2) Percent of businesses that responded think the County could improve its services D-3) How many services were identified that could be improved</p>

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5) Develop and Maintain an Economic Development Plan That is Time Relevant And Community And Market Oriented	A) Review past County economic development efforts and current allocated resources B) Research other jurisdictions' economic development programs so the county can implement best practices for acceptable return-on-investment C) Identify county and regional partners and the resources they can provide D) Identify long-term economic development variables that create stability (e.g. creating new training programs to provide needed skills)	B - 1) Percent of new programs identified that were implemented C - 1) Number of new regional partners that were identified
6) Provide Diverse Workforce Housing Options - Balance Jobs with Housing	A) Do a gap analysis on what housing options the County is lacking for its workforce B) Research what housing options will be needed by the workforce of desired business sectors	A - 1) Percent of County homes are for low, moderate, and high income families B-1) Median cost of a three bedroom two bath house in the County

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Phase II: Establish a Foundation		
Objectives	Tasks	Performance Measures
1) Attract, Develop And Retain Businesses That Provide Economic Sustainability And Quality Job Creation	<p>A) Identify business sectors that highlight the advantages of the County (e.g. resources, workforce, etc.)</p> <p>B) Identify business clusters that highlight geographic/resource advantages of the County</p> <p>C) Identify locations and sectors where potential growth can occur</p> <p>D) Identify business growth models that will create new businesses and identify resources to help them grow</p> <p>i) Study the structures of the businesses that are expanding in the County and the region</p> <p>E) Identify what businesses have left the County in the last five years and why</p> <p>F) Research and study the need for business incentives and retention tools</p> <p>i) Identify tools that the County can/cannot legally use to retain and attract businesses</p> <p>ii) Complete a study on business incentive contracts from around the country</p> <p>iii) If incentives are used, base them on return on investment</p> <p>iv) Study the need for relocation assistance for businesses and their employees</p> <p>v) Study the need for Geographically-Targeted Economic Development Areas</p> <p>G) Determine appropriate and competitive fee levels</p> <p>i) Complete a permit and plan fee study with peer counties</p> <p>H) Study the need and resources available to create a business liaison</p> <p>I) Study small business/entrepreneurial development strategies</p> <p>i) Complete a study that looks at small business/entrepreneurial development strategies for the County</p> <p>ii) Complete a study on small business incubators in other communities to see if it would be feasible on the West Slope and South Lake Tahoe areas</p> <p>iii) Study methods to improve access to capital for startups and small businesses</p> <p>iv) Study the need for a mentoring program for startups and small businesses</p> <p>J) Promote home occupation and telecommuting jobs</p> <p>i) Complete a study on how to increase home occupation and telecommuting jobs</p>	<p>A - 1) Number of new business sectors that will be targeted</p> <p>B - 1) Number of unique business clusters located/planned in the County</p> <p>B - 2) Percent of commercial/industrial square footage available in the identified business clusters during the fiscal year</p> <p>B - 3) The number of businesses located in each business cluster</p> <p>D - 1) How many successful business models were identified</p> <p>E - 1) Percent of businesses leaving the County during the year</p> <p>F - 1) How many new incentive tools were discovered and implemented</p> <p>H - 1) Number of business liaison case studies investigated</p> <p>I - 1) Number of small business/entrepreneurial development strategies were investigated</p> <p>J - 1) How many action items were identified</p>
2) Increase Employment Opportunities by Improving Workforce Development Skills	<p>A) Start collaborating with the local school systems, community colleges, and county departments on how to create workforce development classes desired by the market</p> <p>i) Start workforce round table with business community, education partners, and local governments</p> <p>B) Study the education opportunities for entrepreneurship classes in the County (e.g. high school and community colleges)</p> <p>C) Identify desirable sectors and any related workforce training needs</p>	<p>A - 1) Number of training programs that are available in the County</p> <p>A - 2) Percent increase in new training programs in the County</p> <p>A - 3) Number of workforce round table meetings during the fiscal year</p> <p>C - 1) What percent of desirable sectors have related training program(s) in the County</p>

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<p>3) Invest in Infrastructure Needs to Improve and Maintain Competitiveness</p>	<p>A) Study the financing options for infrastructure projects that have an economic development component i) Study grant funding (e.g. state, federal, foundation, etc.) for economic development infrastructure projects B) Survey local business community on what infrastructure the County lacks C) Survey regional economic development agencies and economic development recruiters on what infrastructure the County lacks D) Study the ability to build the needed infrastructure identified in surveys E) Study methods in which TOT funds could be increased with new infrastructure (e.g. hotels, conference center, etc.) F) Study the County's quality of life infrastructure to see if it is adequate (e.g. parks, green space, etc.) i) Study the feasibility of a regional/statewide sports facility that would attract events G) Create a Countywide government capital improvement plan for comprehensive future planning i) Start a County CIP Committee ii) Develop capital needs for cluster and economic development zone areas</p>	<p>A - 1) Number of new non General Fund financing options identified A - 2) Percent of capital project funding for economic development infrastructure is from Federal, State or other grants sources for the fiscal year A -- 3) Number of Federal, State and grants dollars obtained for economic development infrastructure projects during the fiscal year</p>
<p>4) Strengthen the County's Business Friendly Reputation</p>	<p>A) Develop a digital resource database (infrastructure for commercial/industrial parcels) i) Make commercial and industrial parcel information readily available online B) Collaborate with economic development stakeholders in the County to create a website to communicate the County's economic development message C) Assess the County's economic development communication strategy with community stakeholders D) Streamline permitting and planning process i) Complete a study of peer counties' permitting and plan review process time ii) Complete a study of peer counties to see how many locations do citizens have to travel to complete plan reviews and schedule inspections iii) Complete a study on peer counties' permitting and plan review fee structure</p>	<p>A - 1) Percent of commercial parcels are vacant A - 2) Percent of commercial square feet is vacant A - 3) Percent of industrial parcels are vacant A - 4) Percent of industrial square feet is vacant B - 1) Number of clicks onto the County's economic development website B - 2) Number of economic development inquiries about the County via the economic development website D - 1) Average building permit completion time compared to peers D - 2) Average plan review completion time compared to peers D - 3) Average amount of locations visited to complete plan reviews and schedule inspections</p>
<p>5) Develop and Maintain an Economic Development Plan That Is Time Relevant And Community And Market Oriented</p>	<p>A) Develop a strategic plan and prepare an action plan B) Require new development plans to include economic data C) Implement the approved General Plan to create an atmosphere that allows long-term stability and economic development D) Complete all County Community Plans to help communities identify economic development opportunities that are appropriate for them</p>	<p>A- 1) Amount of years since the last economic development strategic plan B - 1) Percent of new development plans that include economic data</p>

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<p>6) Provide Diverse Workforce Housing Options - Balance Jobs with Housing</p>	<p>A) Determine appropriate mix of housing alternatives i) Research housing alternatives that allow individuals to live and work in the County B) Determine what is the County's low, moderate, and high income housing stock percentage C) Complete a study of low, moderate, and high income housing stock percentages in peer counties D) Complete a study of housing incentives used by peer counties or cities/towns E) Explore methods to reduce housing costs i) Complete a benchmark analysis of home fee structure compared to peers ii) Complete a benchmark analysis of County imposed home costs per square foot compared to peers iii) Complete a benchmark analysis of home plan review and inspection completion time compared to peers</p>	<p>A - 1) Percent of residents that live and work in County A - 2) Percent of workers living in another county and commuting to El Dorado County due to unaffordable housing B - 1) Percent of County housing stock defined as low, moderate, and high income housing C - 1) The County's ranking compared to peer counties in regards to low, moderate, and high income housing stock D - 1) County's fees per square foot compared to peers D - 2) County's average plan review completion time (in work days) compared to peers D - 3) County's average inspection completion time (in work days) compared to peers</p>
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Phase III: Implement the Economic Development Plan/Programs

Objectives	Tasks	Performance Measures
<p>1) Attract, Develop And Retain Businesses That Provide Economic Sustainability And Quality Job Creation</p>	<p>A) Implement business attraction and retention incentives. Retain, expand and import businesses to El Dorado County</p> <ul style="list-style-type: none"> i) Reach out to targeted business sectors for relocation to the County ii) Reach out to local businesses for expansion incentives if feasible iii) Communicate retention incentives to businesses evaluating a move outside of the County if feasible iv) Continue to develop business clusters and Geographically-Targeted Economic Development Areas if deemed feasible <p>B) Deploy a small business/entrepreneurial development strategy</p> <ul style="list-style-type: none"> i) Support creation and operation of small business incubator(s) if feasible ii) Support creation and operation of programs that increase access to capital for startups and small businesses if feasible iii) Support creation of a mentoring program for small businesses/entrepreneurs if feasible <p>C) Implement strategy to promote home occupation and telecommuting jobs</p> <p>D) Improve staff's response to business needs with education and outreach</p> <ul style="list-style-type: none"> i) Start County business liaison if deemed feasible ii) CEDAC to conduct seminars, workshops and forums for business and County staff <p>E) Conduct County Economic Development Division operations</p> <ul style="list-style-type: none"> i) Participate in CEDAC ii) Assist in annual report on fees, processes and staffing <p>F) Promote and expand agriculture and related businesses and tourism</p> <p>G) Increase retail opportunities</p> <ul style="list-style-type: none"> i) Coordinate the siting of retail facilities within incorporated cities by detailing land use requirements siting facilities near existing infrastructure and developing common impact funding program 	<p>A - 1) Percent of active business leads that choose to locate in El Dorado County during the fiscal year</p> <p>A - 2) Percent of local businesses offered expansion incentives that expand during the fiscal year</p> <p>A - 3) Percent of local businesses offered retention incentives that stay</p> <p>A - 4) Percent of County businesses that increase employees during the fiscal year</p> <p>A - 5) Percent of County businesses that increase their property (real or business) value during the fiscal year</p> <p>A - 6) Percent of active business leads in X sector that locate in County during the fiscal year</p> <p>B - 1) Percent change in small businesses that open during the fiscal year</p> <p>B - 2) Percent change in small businesses that expand during the fiscal year</p> <p>B - 3) Percent of small businesses in County that grew to become medium size during the fiscal year</p> <p>B - 4) Percent of small businesses that close during the fiscal year</p> <p>B - 5) New business start-ups, as a percent of all businesses in the County</p> <p>B - 6) Number of interviews conducted on small business incubators</p> <p>B - 7) Number of case studies investigated on small business incubators</p> <p>B - 8) Number of programs started that will improve access to capital for startups and small businesses</p> <p>C - 1) Percent change in the amount of home occupation and telecommuting jobs</p> <p>D - 1) Survey of business community's interaction with business liaison</p> <p>D - 2) Number of seminars, workshops and forums conducted by CEDAC</p> <p>F - 1) Percent change in agriculture revenue during the year</p> <p>F - 2) Percent change in the amount of tourists visiting the County during the year</p> <p>G - 1) Percent of retail square footage is vacant</p> <p>G - 2) Percent change in total retail square footage</p>

<p>2) Increase Employment Opportunities by Improving Workforce Development Skills</p>	<p>A) Continue to collaborate with the local school systems, community colleges, private sector, and county departments on how to maintain, update, and enhance workforce development classes B) Incorporate different entrepreneurial and vocational training as the market changes C) Send periodic workforce skills survey to businesses and economic development recruiters and consultants</p>	<p>A - 1) Percent of training program, community college and college graduates able to find a job in the County, in studied field, within XXX months of completion B - 1) Number of new classes/identified during the year C - 1) Percent of County businesses in survey stating dissatisfaction with County workforce skills C - 2) Percent of economic development recruiters and regional organizations dissatisfied with County's workforce skills</p>
<p>3) Invest in Infrastructure Needs to Improve and Maintain Competitiveness</p>	<p>A) County's infrastructure meets the needs of target industries i) Survey economic development recruiters and consultants on the County's infrastructure B) Pursue all funding sources i) Continue to identify and obtain Federal, State, and grant funding for economic development infrastructure projects C) Direct development to areas with sufficient existing infrastructure capacity D) Require new development to pay for all infrastructure upgrades required i) Minimize redevelopment costs to County E) Maximize use of existing facility capacity F) Prioritize investment in commercial enhancing infrastructure G) Coordinate infrastructure development with cities and utility districts H) Annually prepare capital improvement plan</p>	<p>A - 1) Percent of recruiters and consultants happy with the County's infrastructure B - 1) Percent of infrastructure funding for the year that is not from General Fund and bond sources C - 1) What percent of new development during the year required additional county infrastructure D - 1) Percent of new development upgrades are paid by developers</p>
<p>4) Strengthen the County's Business Friendly Reputation</p>	<p>A) Continue to streamline planning and permitting process i) Write all procedures concisely and include both regulatory and business needs and include economic impacts ii) Continue to look at the fee model B) Work with regional economic development partners to market the County's economic development advantages C) Create and maintain relationships with economic development search firms and consultants D) Continue to update the County's economic development website with market and time sensitive information that would help attract business inquires</p>	<p>A - 1) Average building permit completion time compared to peers A - 2) Average plan review completion time compared to peers A - 3) Average amount of locations visited to complete plan reviews and schedule inspections B - 1) Percent of economic development inquires about the County forwarded by regional partners C - 1) Percent of economic development inquires that come from economic development search firms or consultants D - 1) Number of website visits D - 2) Number of inquiries about El Dorado County that originate from the economic development website</p>

<p>5) Develop and Maintain an Economic Development Plan That Is Time Relevant And Community And Market Oriented</p>	<p>A) Conduct periodic meetings and release periodic reports B) Implement County Community Plans C) Continue to implement the approved General Plan to create an atmosphere that allows long-term stability and economic development</p>	<p>A - 1) Number of periodic reports about the economic development conditions during the fiscal year B - 1) Percent of community plans that are adopted and highlight desired economic development opportunities</p>
<p>6) Provide Diverse Workforce Housing Options - Balance Jobs with Housing</p>	<p>A) Continue to explore methods to reduce housing costs i) Use permit streamlining and incentives to provide broad housing mix B) Promote job creating land development over residential development C) Send out periodic survey to local business community and desired industries about the County's housing stock</p>	<p>A - 1) County's fees per square foot compared to peers A - 2) County's average plan review completion time (in work days) compared to peers A - 3) County's average inspection completion time (in work days) compared to peers B - 1) Percent of development was related to job creation vs. residential development during the year C - 1) Percent of local business community that is content with the local housing stock C - 2) Percent of economic development recruiters and consultants that are content with the local housing stock</p>