



IMPLEMENTATION AGENDA & EVALUATION FRAMEWORK

IMPLEMENTATION AGENDA & EVALUATION FRAMEWORK

This section outlines the CSEDD implementation agenda and the performance measures that will be used to measure the outcomes of the objectives. The objectives and goals are prioritized in order of regional importance. The timeline is listed with three abbreviations: NS; not started, ID; in development, C; completed.

Action Items	Lead Agency and Partners	Evaluation Framework	Timeline				
			Year 1	Year 2	Year 3	Year 4	Year 5
Objective One: Promote advanced visitors' services within the CSEDD region							
Action Item: Develop a regional tourism partnership organization	Lead Agency: CSEDD Partners: <ul style="list-style-type: none"> Gold Country Visitors Association Mariposa County Chamber of Commerce Tuolumne County Visitors Bureau Alpine and Calaveras Counties Resources: No additional resources needed	Measures: Partnerships developed with at least eight organizations.	ID	C	C	C	C
Action Item: Review current visitors' centers and identify new locations	Lead Agency: A sub-committee of the partnership Partners: <ul style="list-style-type: none"> CSEDD Gold Country Visitors Association Mariposa County Chamber of Commerce Tuolumne County Visitors Bureau Alpine and Calaveras Counties Resources: Increased staff time from partner organizations	Measures: Review three visitors' centers	NS	ID	ID	C	C
Action Item: Successfully move or open one or two visitor service centers in optimal locations	Lead Agency: CSEDD Partners: <ul style="list-style-type: none"> Gold Country Visitors Association Mariposa County Chamber of Commerce Tuolumne County Visitors Bureau Alpine and Calaveras Counties Resources: Transient Occupancy Tax (TOT) from the county or counties that move or open a visitors center will be used for funding	Measures: Move a minimum of one visitors' center	NS	ID	ID	ID	C

Objective Two: Build a skilled workforce within the CSEDD.

Action Item: Increase school dual enrollment of the Columbia College CTE High School Articulation program	Lead Agency: Columbia College Partners: <ul style="list-style-type: none"> • Tuolumne County • Mariposa County • Calaveras County • Alpine County Resources: No new resources needed	Measure One: Two agreements in place by second quarter of 2017	C	C	C	C	C
		Measure Two: Four agreements in place by end of 2017	ID	C	C	C	C
		Measure Three: All four counties have at least two agreements in place by end of 2019	ID	ID	C	C	C
		Measure Four: Get 200 students region-wide enrolled in the program by end of 2019	ID	ID	ID	C	C
		Measure Five: 90% success rate of getting kids enrolled in further tech study or tech jobs	ID	ID	ID	ID	C
Action Item: Enhanced partnerships between CSEDD staff and board members, the Mother Lode Work Force Investment Board (WIB)	Lead Agency: CSEDD Partners: <ul style="list-style-type: none"> • Mother Lode Work Force Investment Board Resources: Increased staff time from each county involved with CSEDD	Measure One: Increase referrals to Mother Lode WIB to 50 per year	ID	C	C	C	C
		Measure Two: Increase referrals to Mother Lode WIB to 150 per year	ID	ID	ID	ID	C
Action Item: Promote Columbia College Water Resource Management program	Lead Agency: Columbia College Partners: <ul style="list-style-type: none"> • None Resources: No new resources needed	Measures: A 10% increase in program enrollment	ID	ID	ID	C	C
Action Item: Establish high school off campus tech center and innovation lab in Calaveras County	Lead Agency: Calaveras County Partners: <ul style="list-style-type: none"> • Columbia College, Calaveras Unified School District, CSEDD Resources: Seek \$50,000 in funds from EDA or USDA with private match from Calaveras Community Foundation, Sierra Pacific Industries	Measures: Purchase all equipment and acquire space from the County	ID	ID	C	C	C

Action Items	Lead Agency and Partners	Evaluation Framework	Timeline				
			Year 1	Year 2	Year 3	Year 4	Year 5

Objective Three: Promote and develop community and business resiliency within the CSEDD region.

<p>Action Item: Develop a long term permanent response recovery strategic plan to replace the existing preliminary plan</p>	<p>Lead Agency: CSEDD sub-committee Partners:</p> <ul style="list-style-type: none"> Alpine County Calaveras County Mariposa County Tuolumne County <p>Resources: Increased staff time from each member county</p>	<p>Measures: Complete a multi-county business resiliency disaster preparedness strategic plan</p>	ID	ID	ID	C	C
<p>Action Item: Development of Calaveras County Chamber of Commerce Butte Fire Recovery Center</p>	<p>Lead Agency: Calaveras County Chamber of Commerce Partners:</p> <ul style="list-style-type: none"> CSEDD Alliance Small Business Development Center (SBDC) <p>Resources: EDA funded project; has been awarded and will be funded with \$250,000 for 2017 and 2018</p>	<p>Measure One: Get the facility functional by the second quarter of 2017.</p>	ID	C	C	C	C
		<p>Measure Two: Help create or save 30 small businesses</p>	ID	ID	C	C	C
		<p>Measure Three: Obtain alternative funding to keep the Center open indefinitely for a quicker response for business resiliency</p>	NS	ID	C	C	C
<p>Action Item: Development of Tuolumne County Disaster and Business Resiliency Center</p>	<p>Lead Agency: Tuolumne County Partners:</p> <ul style="list-style-type: none"> Tuolumne County Economic Development Authority <p>Resources: HUD and private foundations have committed to funding the center with \$70 million of which \$20 million will be directly related to business development and resiliency</p>	<p>Measure One: Have a functional facility by the end of 2017</p>	ID	C	C	C	C
		<p>Measure Two: Help create or save 30 small businesses</p>	NS	ID	C	C	C

Year 1

Year 2

Year 3

Year 4

Year 5

Objective Four: Promote coordinated marketing efforts throughout the CSEDD region.

<p>Action Item: Promote a coordinated marketing plan throughout the region.</p>	<p>Lead Agency: A sub-committee of the tourism partnership Partners:</p> <ul style="list-style-type: none"> • Gold Country Visitors Association • Mariposa County Chamber of Commerce • Tuolumne County Visitors Bureau • Alpine and Calaveras Counties <p>Resources: Increased staff time from partner organizations</p>	<p>Measures: Complete a multi-county strategic marketing plan</p>	ID	ID	ID	C	C
<p>Action Item: Ensure all three counties within the GCVA region are voting members of the association.</p>	<p>Lead Agency: Partners:</p> <ul style="list-style-type: none"> • None <p>Resources: \$750/year for each of the three counties</p>	<p>Measures: All three counties are voting members in good standing</p>	C	C	C	C	C
<p>Action Item: Partner with regional leaders to cross-train employees</p>	<p>Lead Agency: CSEDD Partners:</p> <ul style="list-style-type: none"> • Mariposa County Chamber of Commerce • Ebbetts Pass Visitors Center • Alpine County • Calaveras County <p>Resources: Increased staff time from each county involved with CSEDD</p>	<p>Measures: All visitors' centers have marketing materials about the other three counties and all employees staffing the centers are knowledgeable about those materials</p>	ID	C	C	C	C

Objective Five: Promote infrastructure improvements throughout the CSEDD region.

<p>Action Item: Seek State and Federal Funding to Provide Broadband Service to Underserved and Unserved Communities</p>	<p>Lead Agency: CSEDD Partners:</p> <ul style="list-style-type: none"> • Alpine County • Mariposa County • Tuolumne County • Calaveras County • Caltel <p>Resources: <i>Measure One:</i> Increased staff time from Tuolumne and Calaveras County staff <i>Measure Two:</i> Increased staff time from Alpine and Mariposa County staff <i>Measure Three:</i> Increased staff time from CSEDD, and Alpine and Mariposa County staff. Funds will be requested from the California Advanced Services Fund and USDA Rural Development broadband revolving loan funds</p>	<p>Measure One: Develop a partnership group to expand Caltel and comcast “the last mile”</p>	ID	C	C	C	C
		<p>Measure Two: Develop a partnership group to expand “back bone” to Alpine and Mariposa Counties.</p>	NS	ID	C	C	C
		<p>Measure Three: Write and submit three proposals for broadband expansion funding assistance</p>	NS	NS	ID	C	C
<p>Action Item: Seek funding for non-highway road construction improvements to increase access to markets</p>	<p>Lead Agency: CSEDD board member facilitation Partners:</p> <ul style="list-style-type: none"> • Tuolumne County • Calaveras County • Alpine County • Mariposa County <p>Resources: <i>Measure One:</i> Increased staff time from each member county <i>Measure Two:</i> Funding needed from EDA, TIGER or DOT</p>	<p>Measure One: Apply for funding for eight distinct projects region wide</p>	ID	ID	ID	C	C
		<p>Measure Two: Obtain funding for at least four projects</p>	NS	ID	ID	ID	C
<p>Action Item: Phoenix lake dredging project for sustainable water storage</p>	<p>Lead Agency: Tuolumne County Resource Conservation District Partners:</p> <ul style="list-style-type: none"> • None <p>Resources: <i>Measure One:</i> Phase 2 funding from California Prop 84 bond measure; \$1,670,250 awarded <i>Measure Two:</i> Phase 3 funding from California Prop 84; unknown amount to be requested in 2018</p>	<p>Measure One: Complete engineering plans for the Phoenix Lake improvements including; dredging plans, sediment forebay design, and wetland enhancement design, complete the necessary environmental review, obtain the required regulatory permits and compliance for Phase 3, and purchase the required land for the sediment forebay.</p>	ID	ID	C	C	C
		<p>Measure Two: Obtain funding and begin dredging</p>	NS	NS	ID	ID	C

Action Items	Lead Agency and Partners	Evaluation Framework	Timeline				
			Year 1	Year 2	Year 3	Year 4	Year 5
Action Item: Seek funding for water and waste water treatment facility construction and expansion	Lead Agency: CSEDD board member facilitation Partners: <ul style="list-style-type: none"> Tuolumne County Joint Powers Authority Calaveras County Joint Powers Authority Alpine County Mariposa County Resources: <i>Measure One:</i> Increased staff time from each county and city involved with the identified projects <i>Measure Two:</i> Funding needed from USDA Rural Development, EDA, or the State <i>Measure Three:</i> Request \$500,000 in State Proposition I funds for waterline improvement	Measure One: Apply for funding for five more distinct projects region wide including improved infrastructure at New Melones and water transportation	ID	ID	ID	C	C
		Measure Two: Obtain funding for at least two projects	NS	ID	ID	ID	C
		Measure Three: Complete one waterline improvement project	ID	ID	ID	ID	C
Action Item: Seek funding for the Sierra Rail expansion	Lead Agency: Tuolumne County Transportation Council Partners: <ul style="list-style-type: none"> Sonora Industrial Park Tuolumne County EDA Resources: <i>Measure One:</i> Increased staff time for TCTC to write proposals <i>Measure Two:</i> \$2 million in TIGER or DOT funding will be needed	Measure One: Apply for two TIGER or DOT grants	ID	ID	C	C	C
		Measure Two: Upgrade rail lines from 5mph to 20mph	NS	NS	ID	ID	C
Action Item: Encourage PG&E to extend Calaveras County natural gas connection.	Lead Agency: CSEDD sub-committee Partners: <ul style="list-style-type: none"> PG&E Resources: No new resources needed	Measure One: Form a group to work directly with PG&E to work towards expanding natural gas distribution	NS	ID	C	C	C
		Measure Two: Expand natural gas distribution out of past San Andreas	NS	NS	ID	ID	C

Action Items	Lead Agency and Partners	Evaluation Framework	Timeline				
			Year 1	Year 2	Year 3	Year 4	Year 5
Objective Six: Expand upon existing business retention and expansion programs							
Action Item: Expand upon existing business retention and expansion programs.	Lead Agency: CSEDD Partners: • Alliance Small Business Development Center (SBDC) Resources: USDA Rural Development funding of \$50,000 over 2017 and 2018	Measures: Create or save 20 additional jobs through BRE program	ID	C	C	C	C
Action Item: AgPlus EDA Technical Assistance	Lead Agency: Valley Vision Partners: • CSEDD • CSU, Chico • CSU, Fresno Resources: Awarded \$250,000 for business technical assistance; \$35,000 staying in CSEDD region	Measures: Create or save 5 additional jobs through BRE program	ID	C	C	C	C
Action Item: Obtain funding to further expand the BRE program	Lead Agency: Alliance Small Business Development Center (SBDC) Partners: • CSEDD Resources: Will submit proposal to SBA, EDA, and USDA Rural Development	Measures: Increase funding for programs in underserved communities by 10% by 2018	ID	ID	C	C	C
Action Item: Provide ESRI Busienss Analyst support services	Lead Agency: CSU, Chico Partners: • CSEDD Resources: Contracting with CSU, Chico for \$1,500 per year	Measures: Provide ESRI Business Analyst support services to at least 15 businesses per year	C	C	C	C	C

Action Items	Lead Agency and Partners	Evaluation Framework	Timeline				
			Year 1	Year 2	Year 3	Year 4	Year 5

Objective Seven: Create a uniform Transient Occupancy Tax (TOT) collection plan for vacation rentals across the entire region

<p>Action Item: Create a simple plan for Alpine and Calaveras counties to adopt</p>	<p>Lead Agency: CSEDD sub-committee Partners:</p> <ul style="list-style-type: none"> Alpine County Calaveras County <p>Resources: Increased staff time from each county involved with CSEDD</p>	<p>Measures: Create a simple plan for Alpine and Calaveras counties to adopt</p>	<p><i>ID</i></p>	<p><i>C</i></p>	<p><i>C</i></p>	<p><i>C</i></p>	<p><i>C</i></p>
<p>Action Item: Adopt the plan at the county level</p>	<p>Lead Agency: Alpine and Calaveras Counties Partners:</p> <ul style="list-style-type: none"> None <p>Resources: No new resources needed</p>	<p>Measures: Adopt the proposed plan at the county level</p>	<p><i>NS</i></p>	<p><i>ID</i></p>	<p><i>C</i></p>	<p><i>C</i></p>	<p><i>C</i></p>

Action Items	Lead Agency and Partners	Evaluation Framework	Timeline				
			Year 1	Year 2	Year 3	Year 4	Year 5

Objective Eight: Improve regional airport infrastructure for faster shipping & delivery services.

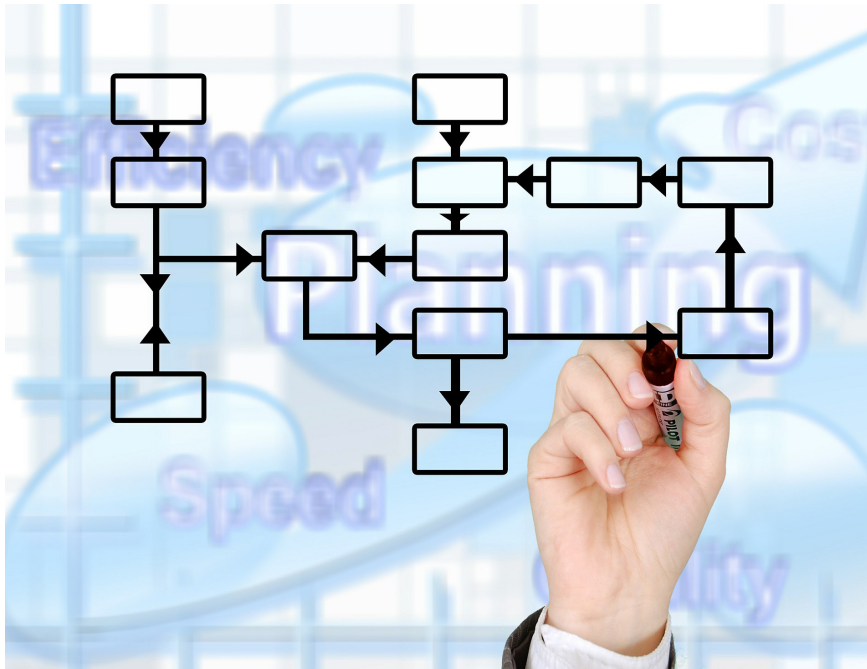
Action Item: Assess the current airport infrastructure and identify gaps to be filled	Lead Agency: Tuolumne County Airports Department Partners: <ul style="list-style-type: none"> • CSEDD Resources: Tuolumne County staff time needed	Measures: Create an asset inventory to fill gaps	ID	C	C	C	C
Action Item: Foster relationships with local shipping carriers	Lead Agency: Tuolumne County Airports Department Partners: <ul style="list-style-type: none"> • CSEDD Resources: Tuolumne staff time needed	Measures: Develop marketable relationships with a minimum of two shipping carriers and create a list of all necessary partners	ID	ID	C	C	C
Action Item: With the help of local shipping company representatives, create a plan to address the necessary infrastructure improvements.	Lead Agency: Tuolumne County Airports Department Partners: <ul style="list-style-type: none"> • CSEDD Resources: Request funding or staff time from Tuolumne County and Tuolumne County EDA	Measures: Create a tangible strategic plan	NS	ID	ID	C	C
Action Item: Seek and obtain private and grant funding for necessary improvements	Lead Agency: Tuolumne County Airports Department Partners: <ul style="list-style-type: none"> • CSEDD Resources: Measure One: Request funding or staff time from Tuolumne County and Tuolumne County EDA Measure Two: Requesting \$250,000 from FAA Small Airports grant	Measure One: Write and submit two or more proposals to fix identified infrastructure issues and enact the strategic	NS	ID	ID	C	C
		Measure Two: Obtain Funding	NS	NS	ID	ID	C

ORGANIZATIONAL STRUCTURE

The Comprehensive Economic Development strategy committee has developed an organizational structure to ensure the timely implementation of this comprehensive economic development strategy.

The CEDS strategy committee will meet annually, and when needed, more often. The CEDS committee will be responsible for the following:

- Organizing regular communication between the CSEDD region's counties
- Tracking and evaluating the progress of the region objectives and goals
- Creating partnerships between regional stakeholders
- Recommending and encouraging use of local workforce development or educational programs
- The CSEDD will act as the lead agency in the event of an economic or natural disaster in communication between state and federal agencies.



BUILDING REGIONAL ECONOMIC RESILIENCE

In many locations economic prosperity is dependent on a region's ability to withstand sudden changes in the economy. The resilience of a region's business community is dependent on numerous factors including the type of disruption, displacement of customers, displacement of the workforce, access to and from the business, and disruptions in the supply chain. When compared to other regions, the CSEDD region has many outside threats to the health of its business climate. The region is in a constant threat of fire danger, and is currently locked in a prolonged drought. While natural disaster is the most immediate threat to the health of the region, there are other factors that threaten to disrupt the economy. Due to its high dependence on government controlled lands for its tourism revenue the CSEDD region could be wildly affected by government furloughs and prolonged recession.

Fire danger and drought were the two most prominent issues identified at the community meetings. Both the Butte and Rim fires in the past several years have devastated the region, displacing hundreds of residents and destroying home based businesses. Calaveras County has been hit particularly hard. Many people did not have fire insurance or cannot now afford home owners' insurance due to a drastic increase in rates. As a result, many multi-generation land owners are selling their property pennies on the dollar and exiting the area. This is causing further disruptions in the customer base and workforce. While the most proven way to ensure economic resilience due to government policy changes is to diversify the economic base, it is the goal of the CSEDD and its partner organizations to reduce the short term stress and the long term economic effects on the business community due to the inevitable natural disasters. The CEDS planning committee has identified multiple steady-state and responsive actions to be taken to ensure proper economic resilience.

Steady-State Economic Resilience

Moving into 2017, CSEDD will be taking a leadership role for the entire region in terms of putting steady-state economic resilience initiatives into action. Many of the objectives and action items described earlier in this document not only seek to increase economic prosperity long term, they also have the inherent goal of better preparing the region for disruptions in the economic base.

Increasing partnerships with Mother Lode EDC

The Mother Lode WIB is an excellent resource for local businesses and job seekers, however, the WIB's services are underutilized. Starting in 2017, each of the CSEDD participating members will increase their WIB referrals with CSEDD increasing its total referrals to 150 per year over the next 4 years.

Capitalizing on a Broadening Economic Base

As noted in the industry clusters section, tourism is and has been the economic base industry for the region for a very long time. Unfortunately, tourism is very susceptible to disruptions during peak seasons. This is especially true for the CSEDD region as much of an entire tourist season could be lost due to one devastating fire. By supporting sector growth in health care and value-added agriculture (the two identified emerging clusters) the region's economic base is broadening. A diversified economy is much more likely to withstand future disruptions.

Expanding BRE program

Businesses with owners and employees rooted in the community are less likely to relocate, even when facing a disruption. They are simply too invested in the community. Business retention and expansion programs are an excellent opportunity for regional economic developers to ensure their businesses are both happy and healthy. By providing services during the good times, businesses will be better prepared to last through disruptions and will know where to seek help during the rough times.

Development of a Long-term Permanent Response Recovery Strategic Plan

The CEDS planning committee has developed a preliminary plan for business disaster response and economic resilience which is outlined below, in the responsive section. However, the resources and dedicated staff time necessary to develop a permanent, long term, disaster response plan was not available at this time. The long term plan will include a process for monitoring and addressing business needs, assigning staff from each county communication responsibilities, developing a revolving loan fund for insurance gap funding, and connecting displaced businesses and employees with the two resiliency centers.

Responsive Economic Resilience

As discussed above, the development of a long term disaster response plan will be begin in 2017. However, should a disruption occur in the near future, to ensure there is an interim plan, an outline of the responsive plan is included below:

Process for regular communication

In the interim, CSEDD has agreed to act as the point of contact of a network of information passing the business community in each county and the counties themselves. Until a final responsive action plan is created, the following people will be responsible for communicating with businesses, and CSEDD board and staff:

Tara Schiff – Mariposa County
Larry Cope – Tuolumne County
Michael Oliveria – Calaveras County
Terry Woodrow – Alpine County

Monitoring and updating business needs

As part of the communication process each of the four people listed above will be responsible for distributing the Small Business Administration (SBA) Estimated Disaster Economic Injury Worksheet. It is understood that in the case of a substantial disruption where the business owner themselves must evacuate, it may not be appropriate to have the formed immediately returned. However, timely distribution of the worksheet will ensure there is a proper assessment of the short term economic impact of the disruption. The worksheet is included in the appendix.

Rapidly Contact Key Officials to Communicate Business Needs

After the four sub-region contacts report back to CSEDD, CSEDD staff will be responsible for reaching out to state and federal officials to inform them of the disruption's impact. Once provided with the proper data, state and federal officials can make better informed decisions on how to allocate scarce resources.

Connect Businesses with Resiliency Centers

With the assistance of EDA, HUD, and private donors, local partners have been able to obtain funding to develop two disaster recovery centers. All local partners will have the ability to refer displaced businesses and employees to either center

once they are fully operational.

EDA has awarded the Calaveras County Chamber of Commerce, in partnership with CSEDD, \$250,000 to open a fire recovery center in San Andreas for those affected by the Butte Fire. One-half of the Chambers time will be dedicated to operating the resiliency center and partner organizations will be hiring a half time business out-reach person. The out-reach person ensures that the center will be maximizing its impact rather than being reactive as businesses look for help. Most business owners affected by disaster are preoccupied putting their lives back together and may not know what resources to approach for assistance. In addition to the employees working directly on the project, the Alliance Small Business Development Center (SBDC) will offer 9 consultants to work with businesses coming through the Center. The facility will be operational in 2017 and is funded for two years. In that time period, the partners plan to seek funding from other public and private sources to keep the facility operational. By keeping the center open indefinitely partners will be much more proactive rather than reactive in their response to future disasters such as inevitable fires.

Tuolumne County and the Tuolumne County Economic Development Authority partnered to obtain \$72 million in HUD and private foundation matching funds to open a Tuolumne County Disaster and Business Resiliency Center. Of the \$72 million, \$20 million is dedicated to business development and resiliency. The project will be fully operational the end of 2017.