

# *Plumas County Economic Development Strategy 2002-2003*

Approved by Plumas County Board of Supervisors 10/22/02

	<i>Pages</i>
<i>Community Assessment</i>	<i>3-30</i>
<b>Demographics</b>	<b>3-6</b>
<b>Local Workforce</b>	<b>7-12</b>
<b>Local Business Analysis</b>	<b>13-15</b>
<b>Local Market Factors</b>	<b>16-20</b>
<b>Local Development Capacity</b>	<b>21-28</b>
<b>Strengths and Weaknesses</b>	<b>29-30</b>
<i>Economic Assessment</i>	<i>31-67</i>
<b>Location Factors/Comparative Analysis</b>	<b>31-33</b>
<b>Market Potentials</b>	<b>34-35</b>
<b>Regional Analysis</b>	<b>36-39</b>
<i>Implementation Steps</i>	<i>40-67</i>
<b>Five Initiatives</b>	<b>40-50</b>
<b>Evaluation</b>	<b>51-57</b>
<b>2002-2003 Outline/Budget</b>	<b>58-59</b>
<b>2002-2003 Workplan</b>	<b>60-67</b>

**Definition of Economic Vitality for Plumas County:**

“Economic Vitality is the process by which the community and business creates and retains jobs and reinvests wealth through its economy, community and natural resources.”

# Community Assessment

## Demographics

### Countywide

The 2000 Census shows the Plumas population at 20,824, up 5.5% from the 1990 census figures when the population of Plumas County was 19,739. This lags behind the California growth rate of 13.6%. Historically, the county has fallen short of the State of California's growth rate, with notable exceptions in the 1930's (Plumas County up 45.9%, California up 21.7%) and the 1970's (Plumas County up 48.1%, California up 18.6%). There are, on average, 8.2 Plumas County residents per square mile compared to 217.2 residents per square mile statewide. The Plumas population increased by 20 % between 1980 (17,340) and 2000 (20,824). The population increased 78 % between 1970 (11,667) and 2000 (20,824).

Plumas County also has an older population than the rest of the state (2000 Census):

	California %	Plumas %
Persons under 5 years old	7.3	4.5
Persons under 18 years old	27.3	22.7
Persons over 65 years old	10.6	17.9

Plumas is less ethnically diverse than California (2000 Census) with the exception of American Indians:

	California %	Plumas %
White Persons	59.5	91.8
Black or African American	6.7	0.6
American Indian	1	2.5
Asian	10.9	0.5
Pacific Islanders	0.3	0.1
Persons reporting some other race	16.8	1.8

### Local Demographics

Changes in the Census population have been uneven in the various local communities in Plumas as the Almanor Basin and Eastern Plumas (Mohawk/Blairsden/Graeagle/Sierra Valley) have been the growth centers.

The significant growth in the Mohawk/Sierra Valley and Almanor areas has been fueled by vacation, second home and resort developments. The Sierra Valley growth is a combination of the above along with commuter housing for Reno workers.

<b>Area (Largest Town)</b>	<b>2000 Population</b>	<b>% Change from 1990</b>
Almanor (Chester)	4,681	12.93
Feather River Canyon	197	(10.05)
Indian Valley (Greenville)	2,731	(6.05)
American Valley (Quincy)	6,396	1.70
Middle Fork	47	(60.5)
Mohawk (Graeagle)	2,248	14.11
Portola	2,227	1.37
Sierra Valley	2,287	20.81
Last Chance	10	NA
Total	20,824	5.50

### **Per Capita Income \$s- 1997**

Plumas County has historically had lower incomes than the rest of California and the nation. The ratio of Plumas incomes to State incomes improved significantly during the 1987-1997 period as did Plumas' ranking among the 58 counties in California.

	<b>CA</b>	<b>Plumas</b>	<b>Plumas % of State</b>
1987 \$	18,175	13,989	77
1987 County Rank		39	
1997 \$	26,314	21,953	83
1997 County Rank		25	
10 yr. Growth Rate	3.8	4.6	

Source: US Department of Commerce, Bureau of Economic Analysis

### **2000 Census Incomes**

Census incomes varied widely throughout the County and the lowest incomes were in the older towns and the one city.

### 2000 Census Incomes in Plumas by Area

	<i>Plumas County</i>	<b>Quincy/East Quincy (average)</b>	<b>Chester</b>	<b>Portola</b>	<b>Graeagle</b>	<b>Greenville</b>
<b>Per Capita Income \$</b>	19,391	18,621	17,569	14,734	25,199	11,659
<b>Median Family Income \$</b>	46,119	45,268	45,195	35,156	26,354	59,327
<b>Percentage of Families in Poverty</b>	9	7.3	9.6	14.5	4.7	13.9

Plumas County has lower incomes than the State of California and nearby Washoe County in Nevada (Reno) but generally higher incomes than surrounding counties in California. Plumas County has a lower poverty rate for families than in surrounding counties and California.

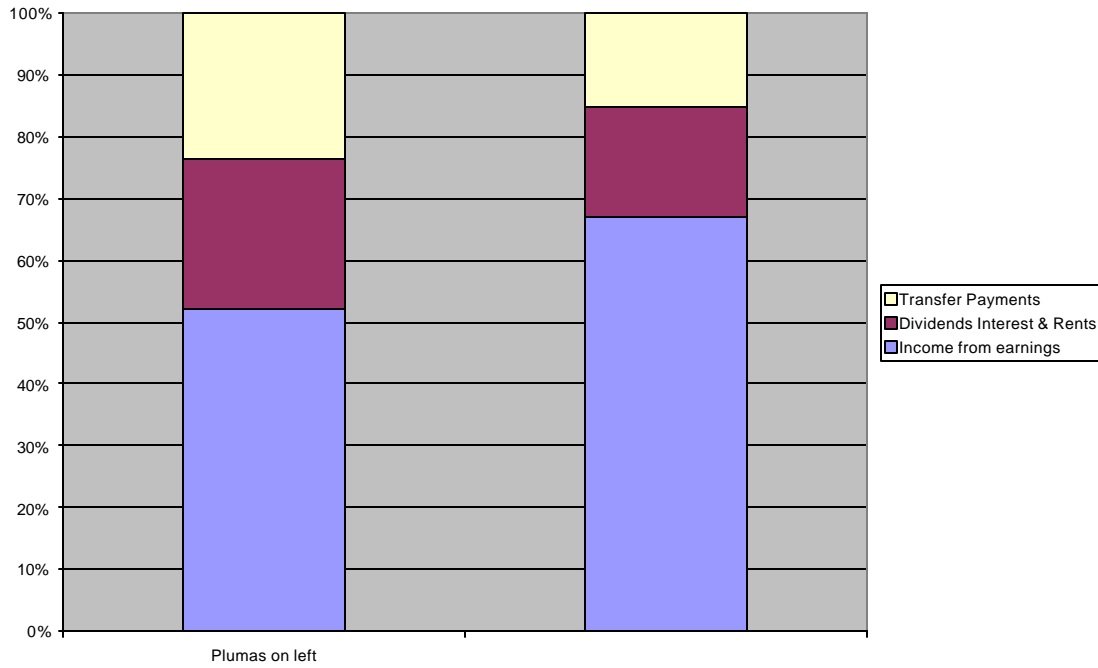
### 2000 Census Incomes: Plumas and Surrounds

	<i>Plumas County</i>	<b>State of California</b>	<b>Washoe Cy., NV</b>	<b>Butte County</b>	<b>Tehama County</b>	<b>Shasta County</b>	<b>Lassen County</b>	<b>Sierra County</b>
<b>Per Capita Income \$</b>	19,391	22,711	24,277	17,517	15,793	17,738	14,749	18,815
<b>Median Family Income \$</b>	46,119	53,025	54,283	41,010	37,277	40,491	43,398	42,756
<b>Percentage of Families in Poverty</b>	9	10.6	6.7	12.2	13	11.3	11.1	9

### Sources of Income

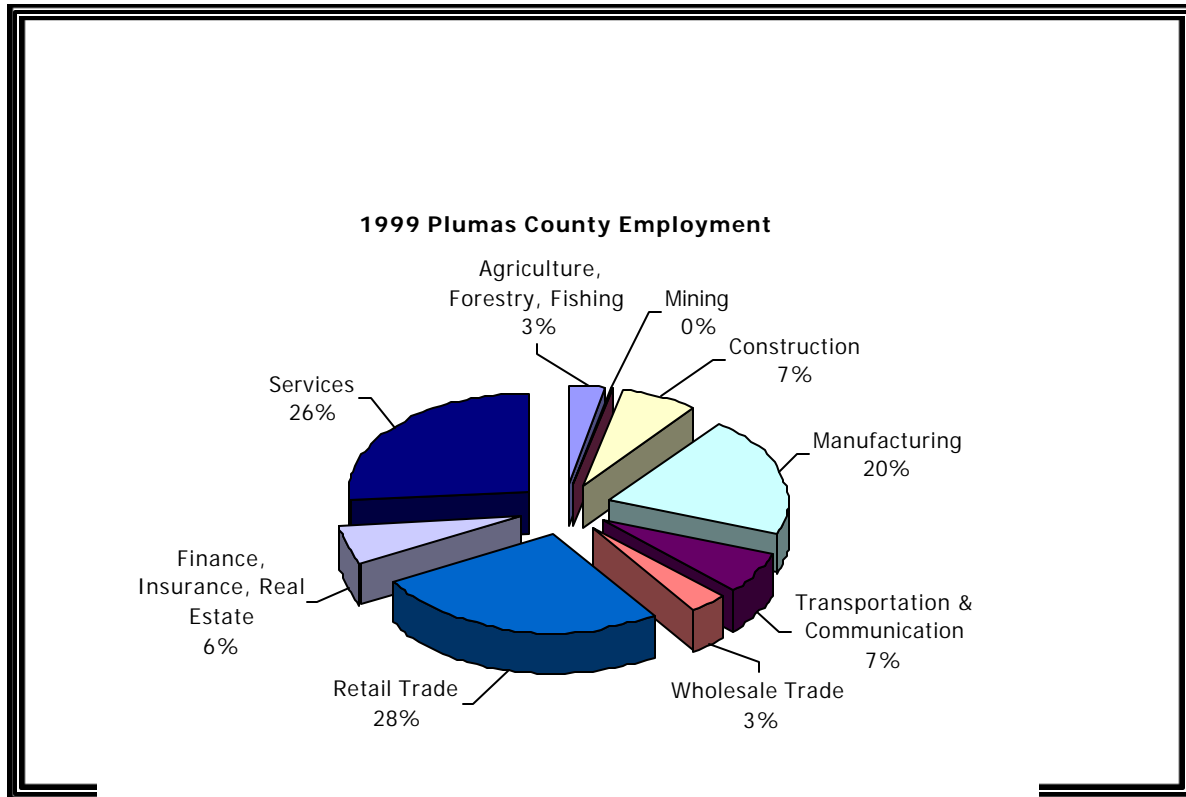
Plumas has a smaller amount of its incomes derived from wages and job related earnings than does the rest of California. This is somewhat a reflection of the relatively older population in Plumas, retirees and the consequent dependence on transfer payments (e.g. social security) as well as “unearned income” from dividends, interest and rents.

Sources of Income in 1997- Percentage in Plumas County and Statewide



Source: US Department of Commerce: Bureau of Economic Analysis

## Workforce



### Quality of the Workforce

The quality of the workforce in Plumas County is dependent on the education and experience of the individual workers as well as the collaboration and coordination efforts between the job-training providers, economic development agencies and employers.

Over the last five years, interagency collaboration has been the key to successful implementation of a One-Stop Career Center System that allows universal access to all customers including job seekers, employers, and the community. In the development of a quality workforce, efforts have been made by all agencies to provide training programs and support services, which allow adults an opportunity to obtain the skills necessary to prepare for viable and flexible career opportunities.

Workforce preparation is an economic development tool that is essential in expanding local and regional economies. Workforce preparation programs and economic development activities should be linked in a manner whereby current and potential job opportunities drive job-training programs. This increases the likelihood that participants will obtain jobs related to their training and that employers will have a prepared, competitive workforce. The following objectives and performance measurements have been identified by the State Job Training Coordinating Council:

Objectives:

- Utilize appropriate data to identify education and training needs in growing market segments.
- Ensure flexibility and responsiveness in order to support emerging industries.
- Encourage and support job retention.

Potential Performance Measurement Categories:

- Linkage with economic development activities
- Job retention
- Industry competitiveness

Additional key elements needed in Plumas County to support a quality workforce include the following:

- **Case Management:** It is imperative that collaborating agencies provide ongoing case management to individuals placed in the workforce. Job retention strategies must include life skill training/management, skill upgrades, career development assistance, and ongoing support systems such as quality low-income housing, health and wellness, childcare, and access to public transportation.
- Continued education of the workforce will lead to higher earnings, better-trained workers, and an overall healthier economy. Job retention is a concern of the business community as well. Low unemployment insurance rates indicate that the majority of the workforce is working, which makes identifying and hiring skilled workers highly competitive for business. Employer’s desire retaining and upgrading current workers skills to reduce labor costs and increase their bottom line.

Worker’s lower education and skill levels directly correspond with higher unemployment rates and lower income rates as shown below.

Earnings and unemployment for year-round, full-time workers age 25 & over, by educational attainment		
<b>Educational Attainment</b>	<b>Median Earnings, 1997</b>	<b>Annual Unemployment Rate (%), 1998</b>
Professional Degree	71,700	1.3
Doctorate	62,400	1.4
Master’s Degree	50,000	1.6
Bachelor’s Degree	40,100	1.9
Associate Degree	31,700	2.5
Some College, No Degree	30,400	3.2
High School Graduate	26,000	4.0
Less Than High School Diploma	19,700	7.1

## **A. Job Training and Economic Development Partners**

The following entities play a critical role in the development of a Quality Workforce in Plumas County:

Economic Development: Plumas Corporation (PC), Plumas County Community Development Commission (PCCDC), four local Chambers of Commerce (Local C of C), the Sierra College Small Business Development Center (SBDC), and the Employment Development Department (EDD).

Workforce Development: Alliance for Workforce Development, Inc. (AFWD) Feather River Community College District (FRC), Plumas Unified School District (PUSD), Plumas-Sierra County Office of Education (PCOE), Plumas Rural Services (PRS), Plumas County Health Services- Computers In Our Future Program (PCHS), and Plumas Department of Social Services' CalWORK's program.

## **B. Other Workforce Issues**

- *Role of Business in Job Creation*

Private sector involvement is essential since the private sector (business and labor) will employ most of the graduates of programs provided through the workforce preparation system. The participation of the private sector helps to ensure that the critical skills and competencies necessary for workforce competitiveness are properly defined and improved.

Employers, at both the retail trade and larger manufacturing/industrial base are encouraged to develop good relationships with the Plumas County training providers. This linkage assists business in job creation by assuring a quality workforce for the retention, expansion, creation and attraction of businesses and jobs. Well prepared, capable, learning workers are the economic resource most sought by employers. The local training agencies have a variety of linkage instruments to assist business with their efforts to become partners in job creation. These linkages can occur through a variety of training related programs. In addition, the business community can expand their partnership with the training providers by serving on vocational advisory committees, workforce development boards and volunteer mentor programs. Local entities are coordinating their efforts by providing workshops, seminars, video programs and speakers that emphasize the role of business in job creation and retention.

- *Objectives outlined by the State Job Training Coordinating Council*
- Create a dynamic, system-wide, results-oriented dialogue with the private sector to understand and respond to industry's changing needs for worker skills.
- Involve private sector leaders at the state, regional, and local levels.
- Increase awareness of and enthusiasm about system benefits within the private sector through targeted marketing.

▪ *Role of Education in Workforce Development*

The role of education in workforce development in Plumas County occurs primarily in the high schools, regional occupational program and the local Community College. Service providers in most cases subcontract to the Community College, ROP, and private training entities to support students/adults undergoing the designated training required for work. The training agencies also assist in marketing the programs with placement needs and basic skill development as part of the contract. In most cases, the schools and regional occupational programs serve the student/adult population under eighteen (18). The Feather River College is geared to work with adults having a variety of cultural backgrounds, goals and needs for economic support, financial aid, child care and counseling. In addition to providing programs and courses at the Quincy site, adults can receive limited training at the Chester/Almanor Center and in Portola. The site at Quincy provides an extensive learning resource center, basic skills and computer literacy and also offers English as a Second Language (ESL).

The role of education in workforce development has centered around the public training institutions' active involvement in workforce development activities, while assisting in the Plumas County economic development effort.

• *Future Workforce Skill Requirements:*

In any coherent workforce preparation system, individuals who plan to enter the labor market will need to demonstrate four (4) basic strengths.

- Basic knowledge and skills sufficient to support life long learning;
- Worker traits and knowledge which promote better citizenship and quality of life;
- Technical knowledge and skills; and
- The ability to utilize changing technologies.

Over the last five years, employment & training providers have integrated SCANS (Secretaries Commission on Achieving Necessary Skills) curriculum preparing workers in the following areas:



COMPETENCIES – effective workers can productively use:

- **Resources** – allocating time, money, materials, space, and staff;
- **Interpersonal Skills** – working on teams, teaching others, serving customers, leading, negotiating, and working well with people from culturally diverse backgrounds;
- **Information** – acquiring and evaluating data, organizing and maintaining files, interpreting and communicating and using computers to process information;
- **Systems** – understanding social, organizational, and technological systems, monitoring and correcting performance, and designing or improving systems;
- **Technology** – selecting equipment and tools, applying technology to specific tasks, and maintaining and troubleshooting technologies.

THE FOUNDATION – competence requires:

- **Basic Skills** – reading, writing, arithmetic and mathematics, speaking, and listening;
- **Thinking Skills** – thinking creatively, making decisions, solving problems, seeing things in the mind’s eye, knowing how to learn, and reasoning.

The challenge to training providers in Plumas County will be continuing to be able to train workers for flexible careers while maintaining other support systems/agency services.

**C. Workforce Summary**

The following Table identifies the main functions of each of the major economic development/job training agencies and areas of overlap in regards to services provided. The Table indicates that there are two major categories:

Economic Development: Plumas Corporation(PC), Plumas County Community Development Commission (PCCDC), the four local Chambers of Commerce (Local Cof C), Small Business Development Center (SBDC), and CA Employment Development Department.

Workforce Development: Alliance for Workforce Development Inc. (AFWD), Feather River Community College District (FRC), Plumas Unified School District (PUSD), Plumas-Sierra County Office of Education (PCOE), Plumas Rural Services (PRS), Plumas County Health Services Computers In Our Future Program (PCHS), and Plumas CalWORK’s (CalWorks).

The ‘Employment and Training Committee’ (executive/management level employees of service agencies and the private sector), meets bi-monthly, and the ‘Workforce Development Team’ (line-staff), meet quarterly to discuss workforce/ economic development issues and priorities as well as plan and implement trainings and projects.

Economic Development & Training Services Provided

PC	PCCDC	AFWD	Local	FRC	SBDC	EDD	PUSD	PCOE	PCHS	Cal	PRS

	CofC						Works				
Bus. Recruiting	X	X		X		X					
Grant Writing & Manager	X	X	X		X		X		X		X
Community Regional Plan	X	X	X	X	X		X	X	X	X	
Tourism/Promotion	X			X							
Comm. Event Promotion	X		X	X	X	X					
Business Education	X		X		X	X	X		X		
Business Finance	X	X				X					
Advocacy	X	X	X	X	X		X	X	X	X	X
Vocational Assessment			X		X		X	X		X	X
Job Placement			X		X		X		X		X
Employee Support Svces.		X	X		X		X		X	X	X
Employee Screening			X		X		X		X	X	X
Demographics	X						X	X		X	
Eco-System Investment	X	X									
Business Counseling	X					X					
Work Experience			X		X		X	X		X	X
One Stop Centers	X		X		X		X	X		X	X

**Local Business Analysis**

## Number of Businesses by Employment Size

According to Dun & Bradstreet Plumas County's business base consists of approximately 1,181 businesses, of which 98% of the businesses have less than 50 employees, 88% have less than 10 employees. Only 2% of the businesses have over 50 employees and six (out of 20) of those businesses are government operations. Only 5% of the businesses are in the manufacturing sector, although, as noted in the Economic Sector Analysis, 20% of the jobs are in manufacturing.

### PLUMAS COUNTY NUMBER OF BUSINESSES BY EMPLOYMENT SIZE Total Business 1,181; Total Employees 7,099

Sector	Unknown	1	2-4	5-9	10-24	25-49	50-99	100-249	250-499	500-999	Total
Agriculture Forestry & Fishing	0	11	10	5	1	0	0	0	0	0	27
Mining	0	1	1	1	1	0	0	0	0	0	4
Construction	0	48	53	9	4	0	0	0	0	0	114
Manufacturing	3	21	25	7	4	2	0	1	1	0	64
Transportation & Public Utilities	5	14	30	7	3	3	1	0	0	0	63
Wholesale Trade	0	8	28	9	1	0	0	0	0	0	46
Retail Trade	14	53	116	41	37	3	1	0	0	0	265
Finance Insurance & Real Estate	1	27	42	13	9	2	1	0	0	0	95
Services	9	139	214	54	30	10	5	4	0	0	465
Public Administration	8	4	8	7	5	0	5	0	0	1	38
<b>Totals</b>	<b>40</b>	<b>326</b>	<b>527</b>	<b>153</b>	<b>95</b>	<b>20</b>	<b>13</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>1,181</b>

Source: Dun & Bradstreet Marketplace, Second Quarter 2001.

The economic sector assessment is a review of the economic trends of Plumas County over a nine-year period, 1990-1999. Using data from University of Minnesota, Employment Statistics 202 (ES202), we are able to identify economic shifts, declines and gains in employment by sector over a period of time. In addition, national employment and output projections are applied to each employment sector by specific Standard Industry Code (SIC) to identify those industries, which may have future growth potential.

The ES 202 data, which is industry specific, is helpful in developing economic development focus for programs.

Industry sectors with employment growth potential are mainly in the services sector, residential care (which has declined in the past), facility support services, recreation and golf courses.

There is a definite need to retain the existing manufacturing base and diversify with new industries that could import new dollars to the economy.

Following are summary highlights of the industry growth analysis:

**FIGURE I  
HISTORICAL INDUSTRY TRENDS  
PLUMAS COUNTY**

Description	Plumas Employment		Historic Growth 1990-99		Plumas Firms	Plumas 1999 Avg. Wage
	1990	1999	Absolute	Percent		
Total	4,428	4,512	84	1.90%	827	\$23,269
Agriculture	90	145	55	61.11%	29	\$22,610
Mining	84	12	-72	-85.71%	4	\$26,866
Construction	297	316	19	6.40%	120	\$23,946
Manufacturing	997	897	-100	-10.03%	43	\$35,112
Transportation & Communications	300	309	9	3.00%	42	\$41,347
Wholesale Trade	131	149	18	13.74%	21	\$31,858
Retail Trade	1,241	1,209	-32	-2.58%	195	\$13,392
Finance, Insurance, Real Estate	269	289	20	7.43%	59	\$25,684
Services	1,019	1,186	167	16.39%	315	\$17,480

Source: 1990,1999-ES202 Data from Minnesota IMPLAN Group; Bureau of Labor Statistics; Bureau of the Census.

- ▲ Average earnings per worker in the County are about \$23,269 for all industries, and \$35,112 for manufacturing industries only. The County has a large retail and service base relative to total employment, as well as a sizeable manufacturing sector. The number of lower skilled jobs in the retail and service sectors contributes to lower than average overall earnings per worker.
- ▲ The unemployment rate in Plumas County has historically been above the state average. The annual average unemployment rate for 2000 was 8.3 percent, compared to a state rate of 4.9 percent. However, there is significant seasonal variation with high local unemployment in January through March, and relatively low unemployment in August through October. Plumas County unemployment has been steadily declining from a high of 14.4 percent in 1993. By 2000, the unemployment rate in the county had fallen below pre-recession levels of the late 1980's and early 1990's. This indicates a positive long-term trend in the local economy.
- ▲ In terms of industry distribution, Plumas County has a relatively balanced economy. The largest sectors, excluding government, are retail trade (27 percent), services (26 percent), and manufacturing (20 percent). Although manufacturing accounts for 20 percent of the economic base, there is very limited diversification outside of lumber and wood products.
- ▲ Employment Declines, 1990-99:  
Overall, the number of jobs in Plumas County has increased by about 2 percent from 1990 to 1999, according to ES202 data compiled by the Minnesota IMPLAN Group. Since 1990, the County has experienced declines in the following sectors:
  - The manufacturing sector has declined about 10 percent due to declines in the logging industry.

- The retail sector has also declined slightly by about 3 percent, which is unusual compared to statewide trends. However, this decline may have been in response to poor conditions in the basic sectors of the local economy.

#### ▲ **Employment Gains, 1990-99:**

Overall, the employment gains have been in the services sector with the exception of private forestry and construction.

- 61 percent gain in agriculture, forestry, fishing (primarily private forestry)
- 16 percent gain in services
- 14 percent gain in wholesale trade
- 7 percent gain in the finance and insurance sector
- 7 percent gain in the construction sector

#### ▲ **Employment, May 2001:**

- Unemployment rate of 7.2%, May-01; 6.0% Jun-00
- +27% increase, Jun-00 to May-01 in Agriculture, Forestry, Fishing (farm category)
- 2.4% increase in Construction and Mining, Jun-00 to May-01
- -1.1% in Service Producing, Jun-00 to May-01
- -0.7% in Trade, Jun-00 to May-01
- +3.3% Finance, Insurance, Real Estate, Jun-00 to May-01
- +6.2% Services, Jun-00 to May-01
- -6.8% Government, Jun-00 to May-01

- ▲ From 1990 to 1999, the fastest growing industries in the County in terms of absolute job growth included state commercial banks, timber tracts, public golf courses, social services, hospitals, local trucking, plywood and millwork, real estate lessors and special trade contractors. Each of these 4 digit SIC industries added between 25 and 90 jobs during this time period. Most of these industries have moderate projected employment growth nationally over the next ten years except timber tracts.
- ▲ Industries that experienced the greatest decline in employment from 1990 to 1999 in Plumas County included national commercial banks, logging, and medical offices. [N.B. Medical offices decreases are due to most of the private medical staffs becoming directly affiliated with, and employees of, the local public hospitals]. All of these industries lost between 35 and 80 jobs during the 1990 to 1999 period. Of the industries that experienced declines, all have positive, although modest, projected employment growth nationally over the next ten years.

## Local Market Factors

- Rural Isolation: Weather/Geography

Plumas County is a rural, isolated area of the State of California. Located in the Northeastern region of the State where the Cascade and Sierra Mountain Range meet, much of Plumas County is rugged with steep mountainous terrain falling to valleys and narrow river canyons. Elevation in the county is from 1,800 to over 10,000 feet.

The weather in Plumas County can be unpredictable. Winters frequently offer significant amounts of snowfall over mountain roads. Distance and road conditions make access to work difficult. These obstacles, access and weather, along with limited public transportation create barriers to employment. As a result of the early winter and late spring weather conditions, the development of a stable year-round tourism, retail trade, business and construction industry has been limited.

- Reliance on Forestry Base

The economic conditions that affect Plumas County include the historical dependence on the annual timber harvest and its relationship to employment opportunities. From 1970 to early 1990 the harvest of raw materials from both the private and public lands served as the foundation of the economic base for the county. This foundation in recent years and up to the present has been shaken by lack of available timber brought about by an increase conflicts over land and resource use, the future of the California spotted owl, and the struggle over the management of the timber harvest on federal lands. An updated quote from the 1995 Re-Employment Strategic Plan:

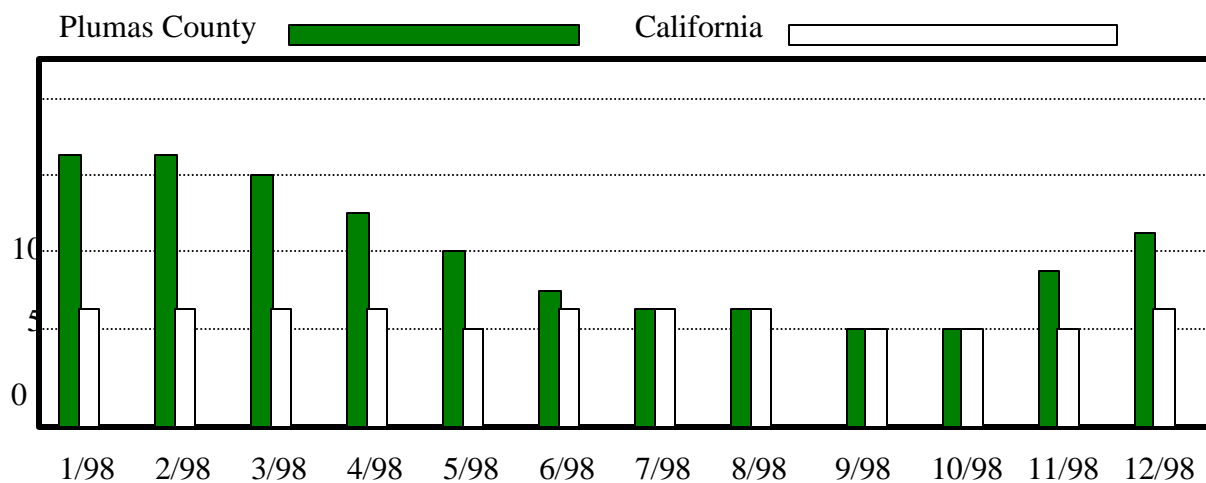
“The timber industry has experienced declining employment because of labor saving technological changes and reductions in availability of raw materials from public and private timber lands. Recently the Plumas National Forest has been forced to ensure that all timber sales meet guidelines designed to maintain the viability of the California Spotted owl as well as fur bearing mammals. Consequently, a significant reduction of timber outputs has occurred, resulting in substantially lower harvest levels.”

The continued reliance on available timber has, over the past fifteen years, forced several major mill/lumber operators to close their operation in Plumas County and/or to consolidate their wood product firms. This has left only two major milling operations: Collins Pine, Chester (210 employees) and Sierra Pacific Industries, Quincy (300 employees) as the primary industrial base of the Plumas county economy.

- Seasonal Employment/Underemployment

According to the Employment Development Department (EDD) Plumas County labor force and unemployment rates are extremely seasonal. Weather as mentioned before does play a major role in efforts to maintain a stable year round job market. During 2000, unemployment rates ranged from a high of 13.7% in February to a low of 5.3% in August. These unemployment rates are the lowest since 1983. The high seasonal unemployment during the winter and early spring months creates a situation where many highly skilled workers and professional employees are engaged in less than full-time work; therefore, limiting the ability of the Plumas County workforce to be able to meet their upward mobility goals and ambitions. The cumulative effect of continued reduction in the timber harvest and the seasonal aspects of recreational employment opportunities creates a challenge for economic development entities to continue efforts to diversify the economy. The following chart shows the seasonal fluctuations in a representative year.

**Plumas County Comparison to California Unemployment Rate By Month, 1998**



- Industry Base Comparisons

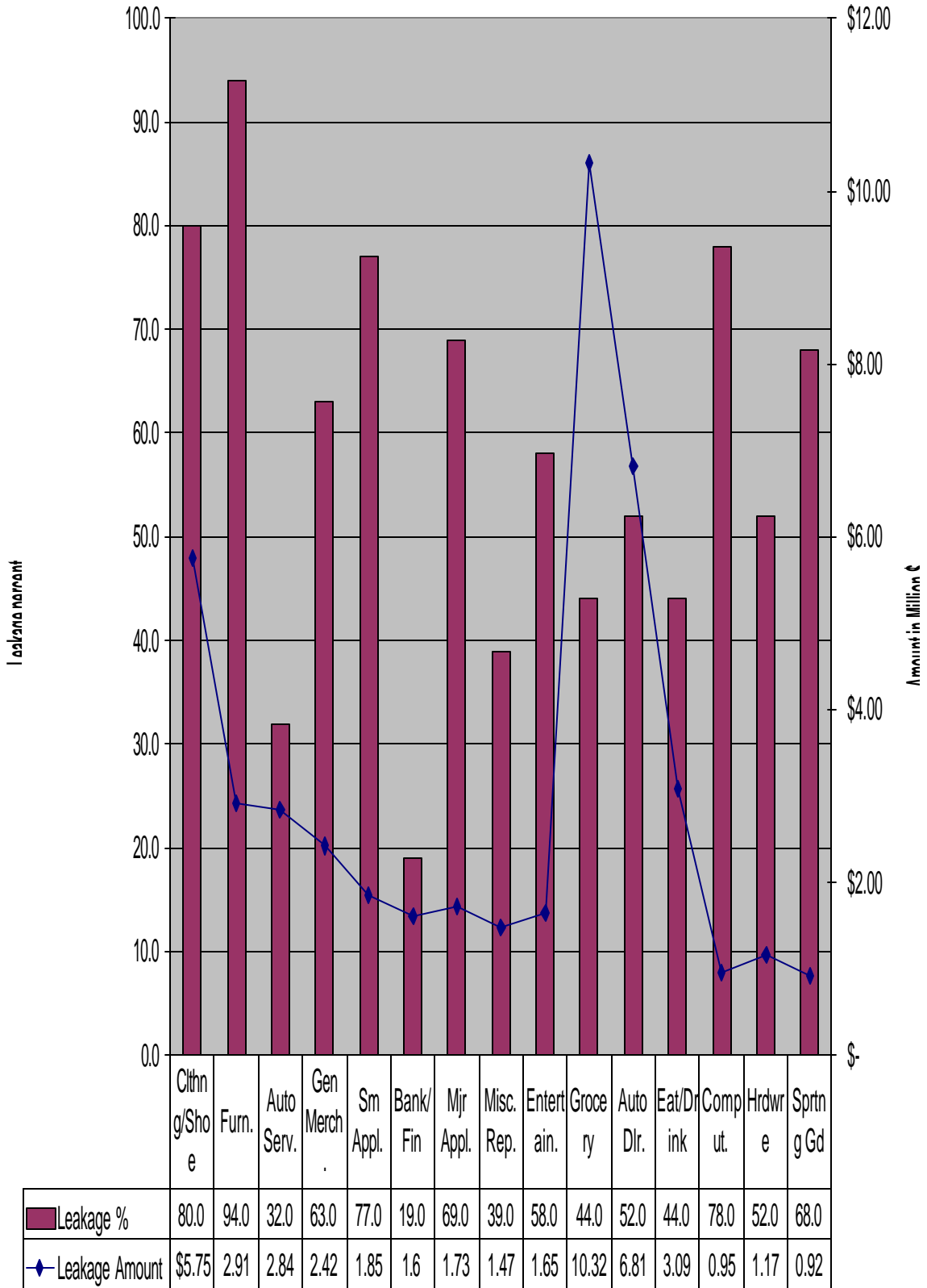
When comparing industry divisions of Plumas County to the State, the greatest differences appear in the government and service industry areas. Government percentage is 33% as compared to the State at 15%. This is partially contributed to by the high number of forest service personnel located in the County and the reality that almost 3/4s of the lands in Plumas County are national forest lands. Similar %s exist in neighboring counties.

Services industry in the State is at 31% of total employment and Plumas County at 20%. Gaps in services could be a focus area for business attraction/creation in the local area especially in the health and related services and retail services that will be required of the aging demographics.

Two recent surveys conducted by the partnership of Plumas Corporation, the local Chambers of Commerce, Alliance for Workforce Development, Employment Development Department, CalWORKs and the Plumas County Office of Education (1998-2000) focused on identifying

gaps in the retail and services industries locally and calculating the approximate lost revenue from expenditures at out of area businesses.

## Plumas "Consumer Leakage" 1999



Forecast data provided by the Employment Development Department Labor Market Information Division provides projections through the year 2004 indicating some fluctuations with increases in wholesale trade, retail trade, and service industries.

**Plumas County Forecast 1997-2004**  
**EDD – Labor Market Information Division**

Industry	Historical- 1997	Forecast- 2004
Total, Nonfarm	6,840	7,430
Construction & Mining	280	300
Manufacturing	870	950
Transportation	320	300
Communication & Public Utilities	210	240
Wholesale Trade	210	240
Food Stores	370	420
Eating & Drinking Places	490	530
Other Retail Trade	420	430
Finance, Ins. & Real Estate	260	280
Hotels & Other Lodging Places	160	180
Health Services	180	210
Other Services	890	1,120
Federal Government	410	380
State	90	80
Local Government	1,780	1,850

Occupational projections (1995 – 2002) for the NoRTEC Consortium (7 counties including Del Norte, Lassen, Modoc, Plumas, Siskiyou, Tehama, and Trinity) indicates the greatest absolute job growth in correctional officers/police officers, cashiers, teaching, waiters/waitresses, general managers, retail salespersons, maintenance repairers and nurse aides. The fastest growing occupations (highest increased percentages) include human service workers, amusement/recreation attendants, personal/home care aides, and correctional officers. Occupations projected to have the most openings include cashiers, correctional officers, retail salespersons, food service staff, and general managers. Projected declining occupations include typists, bookkeeping/account clerks, bank tellers, sawing machine operators, forest conservation workers, and institutional cooks.

**Local Development Capacity**

This section reviews three components of local development capacity:

- 1) Infrastructure (Transportation, Water, Sewer, Communications, Electric)
- 2) Factors affecting Economic Performance (Taxes, Laws, Finance, Business Costs, Land Use)
- 3) Other Factors (Housing, Health, Schools, Cultural, Environmental).

- **Infrastructure:**

**Transportation, water, sewer, communications, electrical, solid waste, natural gas, telecommunications.**

**Water and Sewer**

The availability of public services and infrastructure in Plumas County are, as might be expected in a geographically vast area, largely dependent upon the population base available to support them and the limitations of the terrain. While in an urban area the availability of public services and infrastructure is considered a necessity, in many rural communities it is considered a luxury. However, increasing populations and density, especially over time, are taking their toll on the ability of wells and individual septic systems to handle demand. The need for expansion and new development is increasing. The following is a brief overview of public services and infrastructure in Plumas County.

<u>Town</u>	<u>Sewer System</u>		<u>Water System</u>	
	In Place	Needed	In Place	Needed
Beckwourth	x			
Blairsdon			x	*
Buck's Lake				*
Canyon Dam				
Chester	x		x	
Clio			x	*
Crescent Mills			x	*
Delleker		*	x	*
East Quincy	x		x	
Feather River Canyon			x	*
Graeagle		*	x	
Greenville	x	*	x	*
Hamilton Branch			x	
Keddie				*
Lake Almanor County Club			x	

Lake Almanor West			x	
Lake Almanor – E. Shore	x			x
La Porte			x	
Prattville			x	
Portola	x	*	x	*
Quincy	x		x	
Taylorsville	x			

(\* improvements needed to existing system in order to accommodate commercial/industrial development)

## Road System

State Route 70 runs east/west across the county and is generally open throughout the winter months, even when most other northern mountain passes have been closed. State Route 89 runs north/south through the county, as well as State Route 49 in the southeast portion of the county and State Routes 36 and 147 in the northern part of the county. State Route 70 crosses Beckwourth Pass (elevation 5221'); the lowest pass over the Sierra Nevada and provides a consistent trans-Sierra connection between Northern California and Nevada and points east. Hwy 70, at its eastern terminus, intersects US Highway 395, a major north south route. US Interstate 80 (E-W) is in Reno, 30 miles from the eastern Plumas county line.

County roads have historically been dependent upon receipts from timber sales on national forests, a portion of which are returned to the county from the national Treasury for local roads and schools. The diminution of federal timber harvests has greatly decreased the annual amounts the local road system can receive. Local road maintenance and development has decreased throughout the '90s. A significant road paving project from Quincy to LaPorte was accomplished in 2001, using federal highway and county funds. A major financial development in federal fiscal year 2002 is the expected receipt of additional funds for county roads due to the passage of PL 106-393. This replacement funding for 'forest receipts' will make approximately \$3,000,000 available annually to County Roads for the subsequent six federal fiscal years.

## Public Transportation- Airports, Railroads, Public Transit and Common Carriers

There are three county airports, Gansner Airfield in Quincy with a 4,100-foot runway, Nervino Airport in Beckwourth (4,600') and Rogers Field in Chester (5,100'). There are charter flights available to terminals throughout the western United States. Using Federal Aviation Administration matching funds of \$5,000,000, Plumas County has upgraded the largest airport, Rogers Field in Chester. A similar upgrade is underway at Nervino Airport in 2002.

Union Pacific provides railway shipment west to Oakland and east to Ogden, Utah, connecting with Southern Pacific in Reno, Nevada. Burlington Northern provides a North-South spur into the county from the Chester area to near Greenville. Two short lines serve lumber mills in Chester and Quincy.

Package service includes trucking by several common carriers, including UPS and Federal Express, providing overnight delivery to Sacramento, San Francisco, Oakland, and Reno.

Public Transit is provided through the Plumas County Transit System operated by Alliance for Workforce Development, and connects the communities of eastern Plumas County, Chester/Lake Almanor, and Indian Valley with Quincy, the county seat. A senior transportation system is also available.

## **Solid Waste**

Various recycling programs including household hazardous wastes, curbside and biomass source reduction have been undertaken. Plumas County has three landfill sites. The landfills in Quincy and Chester have anticipated capacity dates of three and twenty years respectively. Both of these landfills are located on leased land, making it necessary for the county to find alternative landfill sites. This began in 1994 with the county's hauling of solid waste to a landfill site in Lockwood, Nevada (north of Reno). The landfill in Portola is being closed and Portola is in the process of consolidating solid waste disposal into the County system. Plumas County is a part of the Northeastern California Recycling Market Development Zone.

## **Electric**

Electric power is available throughout the county from one of three companies: Pacific Gas and Electric Company, Plumas Sierra Rural Electric Cooperative, and Sierra-Pacific Power Company (Portola only).

## **Cable Television**

Television reception is available in Plumas County, either by satellite or through one of three cable companies: Feather River Cable, serving central and eastern Plumas; Quincy Community TV, serving Quincy and East Quincy; and Jones Spacelink, serving northern Plumas County.

## **Gas**

There is no piped natural gas available in Plumas County. Propane and fuel oil are provided to businesses and residents throughout the county by a number of privately owned companies including Suburban Propane, Coast Gas and Amerigas.

## **Telephone**

Telephone service is available from one of two providers; Pacific Bell, serving Quincy and the eastern part of Plumas county and Citizens Utilities, serving northern Plumas County. The Plumas Sierra Rural Electricity Cooperative developed a "local dial up" Internet service in Plumas County in 1995 and other local services have since been developed. Pacific

Telephone added ISDN and T-1 service in 1996 and 1997. Citizens Telecommunications is installing DSL service in Chester and Greenville. Reliable cell phone service is only available in the population centers due primarily to the mountainous terrain.

### **Fiber Optics/ High-Speed Telecommunications**

A transcontinental fiber optics transmission line was completed through Plumas County in 1989. The fiber line, owned by US Sprint, runs along the right of way for the Union Pacific railroad mainline. To date, there are no connectors to this line within Plumas County but there are a variety of information based business telecommuters that have developed in the county who rely upon the ISDSN and T-1 capabilities available. DSL service is under development (2001-2002) for Chester/Lake Almanor area as well as Greenville through Citizens Telecommunications. Some wireless DSL is also in place although geographically limited.

### **Radio**

There are currently three radio stations with facilities located in Plumas County: KQNC (102.1 FM) and KSPY (100.3 FM), KCBN (98.9 FM) and one AM facility KPCO (1370).

- **Factors directly affecting economic performance (land use, laws, taxes, finance, business costs)**

### **Political Geography and Land Use**

Plumas County's land area consists of 1,644,800 acres, and its water area is 30,980 acres, for a total of 1,675,780 acres (2,618 square miles). Of all county land ownership, the vast majority is federally owned (primarily National Forest) with 1,150,229 acres or 69.93 percent falling under this designation.

There is limited industrial and commercial land in the county and infrastructure to industrial and commercial development sites varies significantly throughout the county (see previous infrastructure section and previous Strengths and Weaknesses).

Land Ownership and Land Usage are included in the following tables:

<u>Land Ownership</u>	<u>Acres</u>	<u>Percent</u>
Federal	1,150,229	69.93
State	15,737	00.96
County	2,909	00.18

City of Portola	254	00.02
School Districts	124	00.01
Special Districts	<u>1,901</u>	<u>00.12</u>
Total Govt. Ownership	1,171,154	71.22

Land Usage

<u>Zone</u>	<u>Acres</u>
Significant Wetlands	145
Agricultural Preserve	98,047
Important Agricultural	8,174
Important Timber	1,434,723
Mining	3,878
Multiple Residential	549
Single Family	9,807
Prime Expansion	2,365
Suburban	8,048
Agricultural Buffer	8,208
Secondary Suburban	20,461
Rural	14,650
Limited Opportunity Area	23,664
Core Commercial	37
Periphery Commercial	1,113
Convenience Commercial	209
Industrial	1,646
Limited Industrial	542
Recreation	<u>8,534</u>
<b>Total</b>	<b>1,644,680</b>

**Laws and Taxes**

Plumas County has no locally imposed income tax, no local surcharge on sales taxes, no utility tax and no business license requirement. A School District surcharge on building permits (based on square footage) for school construction was eliminated in 2002. The County also levies an 'equivalent unit' charge per parcel for solid waste disposal. Fees for permits and zoning entitlements are comparable to nearby counties. The County is studying methods of modifying zoning provisions to facilitate home based and internet based businesses, some of which have developed in the County. Additional provisions in County code include a prohibition on off-site advertising. The County currently has no Zoning Commission.

**Finance**

Plumas is headquarters to one regional, State chartered bank (4 local offices) and is also served by three national banks (5 additional offices). Public financing sources include micro-loans from Sierra Economic Development District, a small County revolving loan fund, USDA Rural

Development, SBA, CA Trade and Commerce ‘Sudden and Severe Economic Dislocation’ loan program and CA Integrated Waste Management Board Recycling Zone loans.

### **Business Costs**

Business costs are higher in Plumas for gas (no piped natural gas) as well as transportation due to weather and distances. Prices are generally lower for land costs, employee housing costs (California 2000 Census Median House Value was \$211,500 versus Plumas’ \$137,900. California median rents as of the Census were \$ 747 versus Plumas’ \$525), wages and water.

- **Other factors indirectly affecting the economy (housing, health, schools, cultural, environmental issues).**

### **Housing**

The 2000 census shows 13,386 housing units in Plumas County, a very high homeownership rate of 70 % but only 9000 households in the county. The disparity between households and units is evidence of the significant second home development that has occurred in Plumas County in the last twenty years. The low number of persons per household (2.29 versus California’s 2.87) in the census is also reflective of the relatively small % of children in the county as well as the relatively high percentage of persons over 65. Plumas enjoys a median house price that is 65 % of California’s.

### **Health**

There were 57.3 primary physicians and 57.3 dentists per 100,000 population in the County in 1998, according to the National Center for Health Statistics. As of 12/17/99, Plumas County does not qualify as a health professional shortage area.

Pediatricians and other specialty physicians visit local providers on a regular basis. There are two obstetricians on staff at Eastern Plumas Health Care. High Risk deliveries are transported when possible to tertiary centers in Reno, Sacramento and Davis.

There are four hospitals in the County: Plumas District Hospital in Quincy, Eastern Plumas Health Care in Portola, Seneca District Hospital in Chester and Indian Valley Hospital in Greenville. With 179 people per hospital bed, local hospital capacity surpasses the California average of 2789 people per bed.

### **Hospitals in Plumas**

<b>Plumas</b>	<b>E. Plumas</b>	<b>Seneca</b>	<b>Indian</b>
---------------	------------------	---------------	---------------

	<b>District</b> (Quincy)	(Portola)	(Chester)	<b>Valley</b> (Greenville)
Licensed Beds				
Acute	26	10	10	9
Skilled	6	14	16	17
Patient Days/1000				
Medicare	45	57	40	32
Medi-Cal	16	17	14	4
Other	29	15	8	14
Acute Admits	31	32	22	21
Aver. Daily Census				
Acute	3	3	2.1	1.7
Skilled		15	15.8	19.8
Births	9		1	

## Schools

The county has seven public elementary schools, four public high schools, four public continuation education high schools, and one community college. There is one private, religious elementary/secondary school with an approximate enrollment of 112. The public school population in 1998 for Kindergarten through the twelfth grade is 3,664. There are also approximately 183 children who are home schooled. The average Full Time Equivalent students at the community college are more than 1000. Feather River College has built a satellite facility in Chester.

## Recreation

There are four recreation districts, serving Portola, Quincy, Chester and Greenville. A variety of team sports are available, including soccer, skiing, youth football, basketball, tennis, wrestling, little league and adult softball. There are summer day camp programs as well as pre-school, after- school and summer activity programs. Feather River College developed a new summer sports clinic and camp series during 1999.

The county has one headquarters library in Quincy and six branch locations as well as one movie theatre. Plumas also includes Plumas-Eureka State Park (the site of Johnsville Ski Bowl), a portion of the Lassen National Volcanic Park, a portion of Lassen and Plumas National Forests, one federally designated wild and scenic river (the Middle Fork of the Feather River), three game refuges, one federally designated wilderness area (Buck's Lake), fifty miles of the Pacific Crest Trail, seven golf courses, numerous recreational lakes of varying sizes, ninety-three campgrounds and RV parks, and fifty-three motels and resorts. There are a number of one-day special events throughout the year, such as the Feather River Classic Run, Bucks Lake Triathlon, and Plumas Sierra Century Bike Ride.

## Social and Community Services

There are 51 churches in Plumas County providing support to many Plumas County residents. Public and private resources in the county include childcare, nutrition and services for the developmentally disabled provided by Plumas Rural Services. Job training and employment services are provided by the Employment Development Department, Alliance for Workforce Development (AWD), Regional Occupational Program (ROP) and the Plumas County Department of Social Services (GAIN & CalWorks). The Plumas County Community Development Commission assists with low-cost housing, housing rehabilitation and weatherization. Native American assistance is provided by the Roundhouse Council and the Greenville Rancheria clinic. Vets Helping Vets assist veterans. Foster care is administered by Mountain Circle and Environmental Alternatives. The County provides numerous counseling services through its Health, Senior Services, Mental Health and Alcohol and Drug departments. Additionally, some services are available through psychologists, psychiatrists and counselors in private practice.

## **Cultural**

Many artists live in the area, creating a community rich in performing and visual arts. Plumas County Arts Commission spends \$8.04 per capita (from a variety of sources) versus \$1.50 statewide in order to promote arts, culture and heritage. The County has seven museums (Plumas County in Quincy, Jim Beckwourth in Beckwourth, Chester, Frank Reilly in LaPorte, Indian Valley, Plumas Eureka State Park and Portola Railroad). Examples of ongoing events include: Northern Sierra Indian Days, Gold Digger Days, Concert series in Chester, Indian Valley, Quincy and Portola, High Sierra Music Festival, Arts shows in Chester, Graeagle, Gold Mountain and Quincy, Harvest festivals and winter holiday events.

## **Environmental**

The three primary environmental imperatives in Plumas County are:

- the quality, quantity and timing of flows from Feather River (the source of the California State Water Project),
- the health and fire resiliency of the federal and private forest lands and
- federal Endangered Species Act regulations, which particularly affect activities in the national forests.

## Strengths and Weaknesses

### Strengths, Weaknesses, Opportunities and Challenges

An analysis of Strengths and Weaknesses of the Plumas economy was carried out by Chabin Concepts, who used various local economic development and job training reports as well as in depth interviews with more than 50 local ‘stakeholders’ in 2001.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Location</li> <li>▪ Scenic Beauty</li> <li>▪ Quality of Life</li> <li>▪ Four Seasons</li> <li>▪ Low Cost of Doing Business</li> <li>▪ Community College</li> <li>▪ Access to Reno</li> <li>▪ Entry level and semi-skilled labor</li> <li>▪ Growth as visitor/resort area</li> <li>▪ Low cost housing</li> <li>▪ Recreational opportunities</li> <li>▪ Small business spirit</li> <li>▪ Natural resources</li> <li>▪ Nationally recognized for natural resource development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited regional market</li> <li>▪ Distance from major markets</li> <li>▪ Industrial Real Estate:               <ul style="list-style-type: none"> <li>☞ No fully improved industrial parks</li> <li>☞ Small parcels available, some with infrastructure</li> <li>☞ Land available – reuse of timber/lumber operations</li> <li>☞ Limited existing buildings</li> <li>☞ No spec buildings</li> </ul> </li> <li>▪ Market Access</li> <li>▪ Cost of transportation for certain products</li> <li>▪ Limited skilled labor availability</li> <li>▪ Lack of natural gas</li> <li>▪ Lack of high speed internet access</li> <li>▪ Limited cell phone usage</li> <li>▪ Limited diversification of economic base</li> <li>▪ Threat of base large manufacturing continuing to decline/close</li> <li>▪ No significant incentives for major developments or industry locations</li> </ul>

As can be seen by the following chart, stakeholders’ comments were split on specific opportunities to improve the economy and methods, i.e., focused business retention and expansion and marketing. Regarding challenges comments were again split between systemic challenges to change and methods to make change happen

Opportunities most frequently cited included:	Challenges most frequently cited included:
<ul style="list-style-type: none"> <li>▪ Capitalize on environment, natural resource base</li> <li>▪ Capitalize on quality of life</li> <li>▪ Ability to have private sector drive organizational excellence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community mind-set: fear of change; anti-growth sentiment; non-understanding of economic development</li> <li>▪ Poor communications/public relations; understanding the role of Plumas Corporation</li> <li>▪ Current organizational structure and management</li> <li>▪ No economic development focus</li> </ul>

## Responses from Stakeholder Interviews

### Opportunities

Note: some of the opportunities listed are opportunities related to methods and execution of economic development.

- Do things differently here, i.e. change the thinking
- Communications infrastructure (DSL)
- Improve transportation system
- Improve and invest in infrastructure
- Develop recreational facilities, i.e., lakes, rivers and natural resources
- Develop skiing, dog sled racing, cross country skiing, snowmobiling—expand the recreational season
- Development of long-term care facilities and attraction of alternative health opportunities
- Natural resource development—assets of water, natural beauty, forest, fishing and golf
- Build a major hotel and conference center, lodging developments and restaurants
- Identify and ready land for development
- Identify investments for first class development
- Develop readily available space
- Capitalize on existing downtowns and talent
- Obtain federal funding for affordable housing
- Improve aesthetics of community
- Community center
- Retrofit existing dams to produce hydroelectricity
- Publicly financed incentives
- Collaborate with Feather River College
- Sell rural character, tight-knit culture, quality of life and amenities through tourism and business attraction
- Support existing businesses
- Improve the process to facilitate new business locations, i.e., permitting process
- Target industries that fit the culture and natural resources
- Centralize growth in city centers
- Private sector investment to lead economic development

### Challenges

Note: some of the challenges listed are challenges related to methods and execution of economic development.

- Attitude, no growth
- Resistance to change
- Attitude, divisiveness of various constituencies; county seems to be polarized
- Lack of cooperation between agencies
- Communications technology, broadband, utilities and highways in Lake Almanor area
- Lack of infrastructure, cost of infrastructure
- Trained and motivated employees
- Lack of well trained work force
- Permitting – cost and time
- Making a transition from a lumber driven economy
- Access to capital
- Weather -- winter transportation
- Lack of affordable housing and partnering for development
- No industrial or commercial vacant structures
- Lack of appreciation for aesthetically pleasing downtown
- Public incentives
- Need a focus on economic development
- Lack of consensus on economic development in the role of public sector
- Current funding is set up for failure
- Funding and philosophical differences
- TOT should be devoted 100% to tourism or economic development rather than 50% to general fund
- Communications – educate public, supervisors and media on the costs and benefits associated with economic development
- Leadership needed from Board of Supervisors
- Focused/funded economic devel. organization
- Getting message out to marketplace
- Support for existing facilities
- Maintaining private sector support

## *Economic Assessment*

### **Location Factors/ Comparative Analysis**

Plumas Corporation conducted a regional SWOT Analysis (Strength Weakness Opportunity Threat) in 1989 (*Plumas County Business Attraction Potential* by Economic Development Services). The results are shown below, along with a separate year 2001 update on the factors that were then rated as disadvantages as well as other factors relating to SWOT.

#### **Plumas County Strengths and Weaknesses 1989**

<b>General Indicator Factor</b>	<b>EDS Rating</b>
Operating Costs	
Entry level Wage Rates	advantage
Semi skilled Wage Rates	advantage
Clerical/Office Wage Rates	neutral
Skilled Wage Rates	<b>disadvantage</b>
Industrial Land prices	advantage
Electric Power costs	neutral
Water costs	advantage
Natural Gas availability	<b>disadvantage</b>
Property Tax rate	neutral
Operating Conditions	
Entry and Semi skilled labor Availability	advantage
Clerical labor Availability	advantage
Skilled labor Availability	<b>disadvantage</b>
Trucking services	advantage
Rail service	advantage
Commercial Air service	<b>disadvantage</b>
Building and site Availability	<b>disadvantage</b>
Sewer capacity	neutral
Water capacity	neutral
Incentives	<b>disadvantage</b>
Living Conditions	
Cost of Housing	advantage
Community Environment	neutral
Recreational Opportunities	advantage
Cultural Opportunities	<b>disadvantage</b>

## **2001 Review and Update of 1989 SWOT Disadvantages**

- **Skilled Wage Rates-**  
This continues to be a relative disadvantage. Many of the skilled mechanical positions are at the two lumber mills, the largest private employers in the county, which are unionized. This is an advantage to the unionized workers but a competitive disadvantage to those prospective employers whose wage rates are more sensitive. This situation remains the same in 1999. See below for a discussion on the competitive changes on entry level and semi skilled labor.
- **Natural Gas Availability**  
Piped natural gas remains unavailable. A major North-South natural gas line was completed in 1999 approximately 5 miles from the eastern county border in adjacent Lassen County along the US Hwy 395 corridor. There are currently no plans to access this pipeline or develop additional lines.
- **Skilled Labor Availability**  
This continues as a disadvantage, which has been exacerbated by the growth of a least two manufacturing firms (Almanor Manufacturing and American Valley Aviation) to more than 50 employees each as well as significant growth in the Service industries.
- **Commercial Air Service**  
No commercial service is currently contemplated. UPS does provide air shipping of parcels. The Chester Airport has been substantially upgraded (using FAA funds) and could provide a site for commercial service in the future.
- **Building and Site Availability**  
Some progress has been made in this area. Sewer and water service have been provided or upgraded to commercial and industrial sites in Greenville and East Quincy (using USDA Rural Development funding) as well as to commercial sites at the Quincy airport (using CA Rural Economic Development Infrastructure Program funding). Water and sewer are being extended (2002) to the Chester airport surrounds (using USDA Forest Service, Plumas County and CalTrans funding) by the Chester Public Utility District. CDBG funds have been awarded to increase fire flows at commercial and industrial sites in Delleker (c.2002-2003). There continues to be an almost complete lack of modern industrial buildings (for lease or sale) in the county. The disadvantage has not yet been rectified.
- **Incentives**  
The disadvantage remains. There is no readily available county loan fund for businesses. The County did consolidate the existing Housing/Community Facility Revolving Loan Fund with the Much smaller Economic Development Revolving Loan Fund in 2001 although the total funds available remain small. There are no other unique incentives offered.
- **Cultural Opportunities**  
There continues to be a lack of "high culture" events and attractions (opera, orchestras, art museums, etc.). Visits by the Reno orchestra, college and high school plays, choruses, poetry readings, art shows, art galleries, guest lectures and other events have all increased as have

historical museums. The Plumas County Arts Commission will carry out 27 separate events in '00-01. The Plumas Sierra Fairgrounds hosts a number of musical events. The disadvantage is relative and based upon viewpoint and expectations.

- Additional Factors since 1989

The *lack of high speed internet access* has become a competitive disadvantage in the last decade due to the growth of internet commerce. The *unavailability* of skilled labor has also translated into a lack of *entry level and semiskilled* employees in both the manufacturing and service industries, according to CA EDD. This is most apparent in the summer months, when Plumas' unemployment rate is at or below the state unemployment rate. Finally, the continued *decrease in federal timber harvests* is a direct threat to the continuation of the two remaining lumber mills, the largest private employers in the County.

## **Market Potentials**

Market potentials should focus on retaining and expanding those business clusters that have already located in Plumas County as well as those businesses that could succeed given local opportunities and constraints

### **Manufacturing Cluster**

The seasonal disparity in employment and economic activity in Plumas County can be illustrated by trends in the manufacturing sector. During the '80s (using EDD statistics), February employment in manufacturing was between 800-1000 employees each year. During the '90s, this February employment range was between 540-790 as the local lumber mill closures and early '90s general economic downturns rippled through the Plumas economy. By way of contrast, August manufacturing employment ranged between 1125-1300 during the '80s and had shrunk to a range of 910-1010 during the late '90s due, again, to the lumber mill closures. The average ratio of February to August manufacturing employment was approximately 75 % in the '80s and '90s. Since manufacturing employment is a major driver of many retail and service sector jobs; the annual shrinking of economic activity in the winter has continued implications throughout the Plumas economy.

The continuing downsizing in the timber industry is a major problem in the Plumas economy since lumber mill and associated jobs are the major part of the Plumas manufacturing sector. The virtual closure of the federal forests for timber harvesting continues to threaten the existence of the remaining two lumber mills in Plumas, although both have and are taking steps to respond to this problem. Average annual manufacturing jobs have shrunk from 1,040 in 1983 to 910 in 1999. The two mills are by far the largest private employers in Plumas County.

### **Metals Fabrication Cluster**

The two lumber mills currently employ and have a continuing need for millwrights and other persons who are skilled in heavy machinery assembly and maintenance, including computer assisted machinery. Six other local firms have evolved and grown (in the last ten years) into this field and together employ 200 persons in different industrial sectors (particularly manufacturing and wholesale trade). These entities also have a continuing need for entry, semi skilled and skilled employees to operate and maintain the sophisticated equipment involved as well as local training programs to develop and increase those skills.

### **Resort Residential Cluster**

Some "clusters" are growing in Plumas. The continuing increase in the development pace at the various golfing resorts in the County has led to a comeback in the construction and "FIRE" industries (Finance, Insurance, Real Estate, Escrow). There was a 32% increase in FIRE jobs between 1983-1999 and a 19 % increase in construction employment during the same period. The construction employment increases continued through 2001.

## **Recreational/Tourism Cluster**

There are more than 200 businesses (campgrounds/motels/hotels/B&Bs/rental agents, etc.) that contribute to the Transient Occupancy Tax in Plumas County. They are the core of a cluster that includes the resort/residential cluster discussed above as well as such indirect participants as restaurants, museums, gas stations, sporting goods stores, marinas, etc. These entities are growing in size and number as the travel industry increases in Plumas, particularly during the summer season.

## **Business Services Cluster**

The fastest growing major economic sector has been in services, which increased from 610 jobs to 1180 jobs between 1983 and 1999, a 93 % increase. The subsector that increased the most was "other services" which includes various services to businesses.

## **Other Market Opportunities**

Participate in Upstate California's marketing and promotion plan to build market awareness of Northern California opportunities using:

- Public Relations, media releases
- Advertising
- Tradeshows
- Direct Mail
- Company visitations
- Prospect identification

Identify target businesses with the following characteristics and expand promotion/ attraction activities:

- Small to medium size (25 – 50) employees
- Compatible with natural resources and culture:
  - light manufacturing, testing, assembly that is not freight intensive (high value-added component)
  - niche forestry/ag-business operations
    - ☞ medicinals and botanicals
- restoration of wood product production
- alternative health-care facilities
- alternative fuels
- utilization of natural resources
- niche high-tech, software development
- suppliers to businesses in Reno
- recreation and retirement businesses and those businesses providing support

## Regional Analysis

### Regional Incomes

Plumas incomes rank well behind state levels in both 1987 and 1997 but Per Capita Plumas incomes grew to exceed regional county incomes in the ten year period. Plumas per capita incomes were 77% of state per capita incomes in 1997. Earnings from employed persons in Plumas lagged behind regional increases during the period although total personal income increases were comparable to state and regional levels. 2000 Census per capita and family incomes in Plumas were higher than surrounding counties but lower than the overall California and nearby Reno, NV (Washoe County).

- **Per Capita Income \$s**

	CA	Lassen	Sierra	Shasta	Butte	Plumas
1987	18,175	11,045	14,002	13,993	13,266	13,989
1987 County Rank		58	36	38	45	39
1997	26,314	14,502	20,573	20,539	19,715	21,953
1997 County Rank		58	29	30	36	25
10 yr. Growth Rate	3.8	2.8	3.9	3.9	4.0	4.6

- **Earnings of Persons Employed-\$s**

1987 Earnings	374 Bi	186 Mi	21 Mi	1.1 Bi	1.2 Bi	157Mi.
1997 Earnings	607 Bi	309 Mi	36 Mi	2.0 Bi	2.1 Bi	245Mi
Annual Growth Rate	5	5.2	5.5	5.8	5.7	4.6

- **Total Personal Income-\$s**

1987 Income	504 Bi	287 Mi	45 Mi	1.8 Bi	2.2 Bi	265 Mi
1987 County Rank		48	57	30	26	49
1997 Income	846 Bi	484 Mi	69 Mi	3.3 Bi	3.8 Bi	448 Mi
1997 County Rank		47	57	31	27	49
Annual Growth Rate	5.3	5.4	4.3	6.0	5.6	5.4

Source: US Bureau of Economic Analysis

- **2000 Census Incomes in Area**

	<i>Plumas County</i>	<b>State of California</b>	<b>Washoe Cy., NV</b>	<b>Butte County</b>	<b>Tehama County</b>	<b>Shasta County</b>	<b>Lassen County</b>	<b>Sierra County</b>
<b>Per Capita Income \$</b>	19,391	22,711	24,277	17,517	15,793	17,738	14,749	18,815
<b>Median Family Income \$</b>	46,119	53,025	54,283	41,010	37,277	40,491	43,398	42,756
<b>Percentage of Families in Poverty</b>	9	10.6	6.7	12.2	13	11.3	11.1	9

### **Regional Employment**

The number of persons employed in Plumas County (as well as in adjacent Sierra and Lassen counties) decreased between 1990 and 1998.

### **Total Civilian Employment - Plumas and Surrounding Counties**

County	1990	1991	1992	1993	1994	1995	1996	1997	1998
Lassen	11,310	11,500	12,020	9,630	10,050	9,850	10,540	10,660	10,310
Plumas	9,400	9,440	9,300	8,620	8,670	8,520	8,770	9,080	9,150
Sierra	1,820	1,830	1,900	1,570	1,580	1,540	1,550	1,540	1,460
Butte	72,800	72,000	73,000	72,500	75,400	74,600	75,800	78,400	79,600
Nevada	34,530	36,030	36,510	37,850	38,180	37,380	37,710	38,710	39,920
Shasta	61,300	60,100	62,900	63,700	64,800	64,400	65,200	66,500	66,500
Tehama	18,590	19,360	20,810	19,970	21,280	20,610	20,590	21,040	21,180
Yuba	20,500	20,100	19,200	18,200	18,800	18,000	18,000	18,500	18,800

Source: California Employment Development Department, Labor Market Information Division

Plumas and adjacent Sierra and Lassen counties have high numbers of public employees. Lassen, in particular has a very high number and percentage of public employees due to the state prisons in the county.

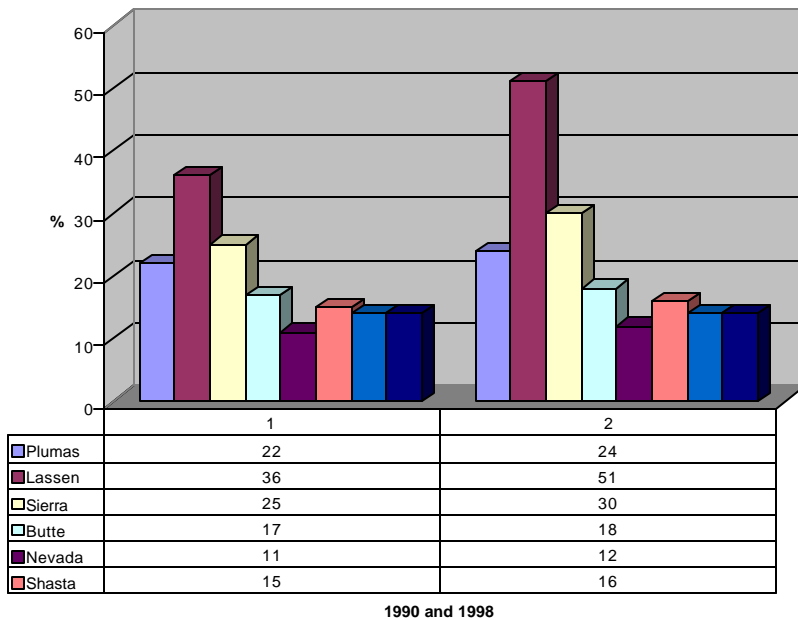
### **Total Public Sector Employment- Plumas and Surrounding Counties.**

County	1990	1991	1992	1993	1994	1995	1996	1997	1998
Lassen	4,170	4,240	4,260	4,210	4,250	4,490	5,180	5,350	5,290
Plumas	2,150	2,090	2,060	2,010	2,000	2,020	2,220	2,280	2,260
Sierra	460	490	480	480	470	460	450	480	440
Butte	13,000	13,100	13,100	13,100	13,300	13,600	14,000	14,000	14,600
Nevada	3,950	4,090	4,190	4,170	4,220	4,500	4,700	4,890	4,940

Shasta	9,500	9,800	9,800	9,800	10,000	10,100	10,200	10,600	10,700
Tehama	2,740	2,760	2,840	2,860	2,830	2,820	2,910	3,070	3,110
Yuba (+Sutter)	8,800	9,200	9,200	9,000	9,200	8,900	8,800	9,500	10,000

Source: California Employment Development Department, Labor Market Information Division

**Public Employment as a Percentage of All Employment: 1990 and 1998- Plumas and Surrounding Counties**



Source: California Employment Development Department, Labor Market Information Division

## Employment by Industry

Overall employment by sector in Plumas generally is representative of state levels, with higher levels of transportation and utilities employment in Plumas (due to the PG & E hydroelectric facilities, the railroad and independent truckers) as well as a higher percentage in retail trade. The following chart does not reflect the effect of the 2001 lumber mill closure in adjacent Sierra County.

## Private Sector Employment by Industry- 1998

County	Agriculture, forestry, & fishing	Construction & Mining	Manufacturing	Transportation, communication, & Utilities	Wholesale trade	Retail trade	Finance, insurance, & real estate	Services
Lassen	5.10%	6.40%	10.70%	6.70%	4.00%	32.40%	4.40%	30.20%
Plumas	1.30%	6.10%	18.60%	10.80%	3.00%	28.50%	5.50%	26.20%
Sierra	0.00%	*	56.65%	1.90%	**	24.50%	1.90%	15.10%
Core Area	3.00%	5.90%	17.00%	8.40%	3.30%	30.10%	4.80%	27.50%
Butte	5.90%	4.10%	10.10%	5.00%	4.10%	26.40%	6.30%	38.20%
Nevada	0.60%	8.50%	13.60%	3.80%	3.00%	30.60%	6.40%	33.60%
Shasta	2.20%	7.50%	10.30%	7.90%	5.00%	26.30%	3.70%	37.10%
Tehama	14.10%	2.90%	21.70%	3.70%	1.70%	26.90%	5.10%	24.00%
Yuba & Sutter	23.80%	5.50%	9.60%	4.80%	3.50%	23.80%	4.55%	24.40%
Peripheral Area	8.30%	5.70%	11.30%	5.50%	3.90%	26.40%	5.10%	33.70%
Total Area	8.00%	5.70%	11.60%	5.70%	3.90%	26.60%	5.10%	33.30%
California	3.60%	5.10%	16.80%	5.80%	6.80%	19.90%	6.70%	35.30%

Row totals may be slightly below or above 100% due to independent rounding within each category.

\* Construction & mining included with manufacturing to withhold confidential data

\*\* Wholesale trade included with retail trade to withhold confidential data

Source: California Employment Development Department, Labor Market Information Division

(Herger Feinstein Quincy Library Group Forest Recovery Act: Final Environmental Impact Statement, 8/99, Appendix S).

## Implementation Steps

### Five Strategies:

1. **Tourism Marketing, Promotion & Visitor Attraction and Tourism Infrastructure Development** – visitor attraction, development of year-around recreational attractions
2. **Product Development** – infrastructure, industrial land development, natural resource management and development, housing development, workforce development
3. **Business Retention & Expansion** – business assistance, educational component, capital access
4. **Business Attraction** – small to medium size businesses compatible with natural resources and culture.
5. **Public Policy Initiative** – streamlining the permitting process, create a pro-business image.

### 1. Tourism Marketing, Promotion & Visitor Attraction and Tourism Infrastructure Development

<b>Tourism Marketing, Promotion &amp; Visitor Attraction and Tourism-Related Development Initiative</b>	
<b>Goals</b>	<ol style="list-style-type: none"> <li>1. <b>Increases in tourism through destination marketing efforts</b></li> <li>2. <b>Promote “shoulder season” and year around tourist activities</b></li> <li>3. <b>Facilitate growth of tourism-related infrastructure</b></li> <li>4. <b>Transform visitors into Plumas County businesses</b></li> </ol>
<b>Objectives</b>	<p><b>Year 1 &amp; 2:</b></p> <ol style="list-style-type: none"> <li>1. Working with Product Development Initiative, develop a strategic plan, SWOT and Action Plan, for tourism-related, facility and community (downtown) development. Hire an outside tourism consultant to help with strategic plan and development opportunities</li> <li>2. Develop plan for year-around recreation and visitor attraction</li> <li>3. Begin to coordinate using tourism marketing to attraction businesses</li> <li>4. Enhance collaboration with private businesses to enhance strategic marketing and promotion</li> </ol> <p><b>Year 3 &amp; 4:</b></p> <ol style="list-style-type: none"> <li>1. Identify at least three projects for grant applications and product funding</li> <li>2. Enhance collaboration with existing resorts and visitor attraction facilities</li> <li>3. Begin recruiting tourism-related businesses and development</li> <li>4. Increase linkage of tourism marketing with business attraction</li> </ol> <p><b>Year 5:</b></p> <ol style="list-style-type: none"> <li>1. Identify one tourism-related product development project for analysis/funding</li> <li>2. Enhance and increase tourism marketing and promotion, target specific businesses</li> </ol>

## Tourism Marketing, Promotion & Visitor Attraction and Tourism-Related Development Initiative

### Strategies

#### New Activities:

- **Visitor Attraction/Tourism-Related Development Assessment & Plan (coordinate with Product Development)**
  - Retain a tourism-visitor attraction specialist to assess the strengths, weaknesses, opportunities & threats of growing the tourism-visitor attraction in Plumas County
  - Develop a strategic 3 year plan
- **Tourism Infrastructure Development**
  - Work with Tourism to facilitate tourism infrastructure development
  - Coordinate efforts with plans of existing companies
  - Involve existing visitor attraction entities in planning process
  - Downtown/Main Street Improvements as part of visitor attraction
- **Investigate opportunities, such as:**
  - Artist niche
  - Retirement recruitment
- **Branding Strategy**
  - Work with Chambers of Commerce and visitor attraction businesses on a branding strategy to leverage all promotions of Plumas County.
  - Tourism currently uses a DBA, which should be carried on all marketing material to brand the Plumas County.

#### Target Tourism Marketing to Business Owners

- Leverage the Tourism Marketing to promote business opportunities and locations and coordinate with Business Attraction Initiative.

Following activities are part of the Plumas County Visitors Bureau Strategic Marketing Plan 2001-02

#### Visitors Database - New

- Coordinate with local tourism vendors to collect and input their visitors contact information to develop a database for a visitor direct mail campaign, such as, thank you for visiting; event announcements, hope to see you again this year...new things to see and do.
  - Add retirement lists to Visitors Database
  - Add "targeted" business owners to Visitors Database
- Media Relations
  - Proactively promote area to media contacts
  - Develop and disseminate top quality press packets
  - Promote and lead familiarization tours
  - Develop press releases
  - Maintain photo library
  - Provide editorial assistance
  - Special promotions

## Tourism Marketing, Promotion & Visitor Attraction and Tourism-Related Development Initiative

	<ul style="list-style-type: none"> <li>▪ Paid Advertising <ul style="list-style-type: none"> <li>▪ Develop and update ad campaign for Plumas County tourism</li> <li>▪ Publication research and media buys</li> <li>▪ Direct-response advertising as vacation destination</li> </ul> </li> <li>▪ Publications/Web Site <ul style="list-style-type: none"> <li>▪ Develop maps, Visitors Guide and special interest brochures including research, writing, layout, proofing, printing and distribution</li> <li>▪ Produce Plumas County sections for state and regional guides and maps</li> <li>▪ Produce visitor quarterly newsletter</li> <li>▪ Select and retain consultants as needed to maintain and update web site, ensure all chambers and local visitor businesses are linked to site</li> <li>▪ Create editorial and web site content</li> </ul> </li> <li>▪ Partnerships <ul style="list-style-type: none"> <li>▪ Coordinate and represent partners at regional and state tourism marketing meetings</li> <li>▪ Provide information on and advocacy for regional tourism industry</li> <li>▪ Seek out regional partnership opportunities for coordinated events with other areas such as Truckee and Susanville</li> <li>▪ Make presentations to county service organizations regarding tourism industry</li> <li>▪ Clearly define roles and responsibilities between various organizations involved in tourism promotion to eliminate duplication</li> </ul> </li> <li>▪ Inquiry Analysis and Research <ul style="list-style-type: none"> <li>▪ Analyze visitor / tourism statistics and research as needed</li> </ul> </li> <li>▪ Marketing /Trade Shows <ul style="list-style-type: none"> <li>▪ Work with partners, private business and local chambers, to determine which tradeshow to participate in, value of those show and/or whether attendance is valuable vs. other marketing strategies.</li> </ul> </li> </ul>
<b>Success Measurements</b>	Public – TOT tax increase Public – Sales tax increase Private - Increase sales, overnight stays

## 2. Product Development

Product Development Initiative	
Goals	<ol style="list-style-type: none"> <li>1. <b>Infrastructure development, industrial land plans</b></li> <li>2. <b>Obtain funding for infrastructure improvements</b></li> <li>3. <b>Assist existing large industry with expansions</b></li> <li>4. <b>Manage natural resource development</b></li> </ol>
Objectives	<p><b>Year 1 &amp; 2:</b></p> <ol style="list-style-type: none"> <li>1. Develop strategic action plan and timeline</li> <li>2. Prepare real estate inventory with SWOT analysis</li> <li>3. Identify product development needs – tourism and business attraction</li> <li>4. Product Development: continue to enhance Downtown/Main Street improvements and programs. Coordinate with tourism</li> <li>5. Work with Plumas County's larger businesses on infrastructure/expansion needs</li> <li>6. Continue efforts on green energy projects</li> </ol> <p><b>Year 3 &amp; 4:</b></p> <ol style="list-style-type: none"> <li>1. Continue on-going annual work elements from Year 1 &amp; 2</li> <li>2. Prepare grants for projects, if possible (dependent on funding agencies) three per year.</li> <li>3. Continue development of Downtown and Main Street improvements</li> <li>4. Fund one business attraction project identified by Economic Development</li> </ol> <p><b>Year 5:</b></p> <ol style="list-style-type: none"> <li>1. Continue on-going annual work elements from Years 1-4</li> </ol>
Strategies	<p><b>Tourism-infrastructure development</b></p> <ul style="list-style-type: none"> <li>▪ Identify tourism-related development opportunities</li> <li>▪ Tourism Infrastructure Development <ul style="list-style-type: none"> <li>▪ Work with Tourism to facilitate tourism infrastructure development</li> <li>▪ Coordinate efforts with plans of existing companies</li> <li>▪ Involve existing visitor attraction entities in planning process</li> <li>▪ Downtown/Main Street Improvements as part of visitor attraction</li> </ul> </li> </ul> <p><b>Infrastructure, Site and Building Development</b></p> <ul style="list-style-type: none"> <li>▪ Update county's land inventory</li> <li>▪ Use web base GIS, if possible</li> <li>▪ Identify industrial park development opportunities</li> <li>▪ Prepare long term plan for development of properties including strengths and weaknesses of all properties</li> <li>▪ Investigate spec building opportunities</li> <li>▪ Prepare grant applications for feasibility studies, engineering and infrastructure development</li> <li>▪ Assist developers to access public funds for development</li> <li>▪ Investigate opportunities to recapitalize revolving loan fund, provide low interest, deferred loans to developers to help reduce costs</li> </ul>

## Product Development Initiative

	<ul style="list-style-type: none"> <li>▪ Working with County's large businesses on expansion opportunities, access capital to assist expansion or new product development</li> <li>▪ Property reuse, such as, close timber-related operations</li> </ul> <p><b>Natural Resource Management &amp; Development</b></p> <ul style="list-style-type: none"> <li>▪ Continue to provide staff and structure for the Feather River Coordinated Resource Management Group.</li> <li>▪ Maintain national leadership for natural resource management             <ul style="list-style-type: none"> <li>▪ Develop Special Projects which will give Plumas County recognition as a leader in alternative developments, such as green energy, natural resource development, niche markets of natural resources</li> </ul> </li> </ul> <p><b>State/Federal Requirements</b></p> <ul style="list-style-type: none"> <li>▪ Maintain current Comprehensive Economic Development Strategy (CEDS)</li> </ul> <p><b>Coordination</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate with housing and workforce development</li> <li>▪ Identify and submit grant applications for funding economic development programs</li> </ul>
<p>Success Measurements</p>	<p>Program annual goals</p>

### 3. Business Retention & Expansion

Business Retention & Expansion Initiative	
Goals	<ol style="list-style-type: none"> <li><b>1. Initiate a new small business and entrepreneurial development program</b></li> <li><b>2. Provide hands-on service, support and education to small business, the cornerstone of Plumas County's economy</b></li> <li><b>3. Facilitate new business formation</b></li> </ol>
Objectives	<p><b>Year 1 &amp; 2:</b></p> <ol style="list-style-type: none"> <li>1. Expand strategic partnership with Sierra Small Business Development Center to provide "Business Coaching" services</li> <li>2. Establish closer relationship with Feather River College for implementation of program</li> <li>3. Expand outreach to Plumas County business, business under 50 employees</li> </ol> <p><b>Year 3 &amp; 4:</b></p> <ol style="list-style-type: none"> <li>1. Continue outreach to businesses</li> <li>2. Assist at least 15 businesses with hands-on services, reported back by business of successful of assistance</li> <li>3. Contact with all businesses in Plumas re: services available</li> </ol> <p><b>Year 5:</b></p> <ol style="list-style-type: none"> <li>1. Continue outreach and communications to businesses</li> <li>2. Increase direct business assistance, with reports back from business on success of assistance</li> </ol>
Strategies	<ul style="list-style-type: none"> <li>▪ Serve as the Single-Point-of-Contact for economic, demographic and business resource information about the region including: <ul style="list-style-type: none"> <li>▪ County and/or city departments and state agencies contact information</li> <li>▪ Evaluation of incentive opportunities</li> <li>▪ Events of interest to the business community</li> <li>▪ Foreign trade and export assistance</li> <li>▪ Access to various sources of capital</li> <li>▪ Technical assistance resources</li> <li>▪ Regulatory agencies and compliance assistance</li> </ul> </li> <li>▪ Expand and undertake unique small business assistance through economic gardening and business coaching approach: <ul style="list-style-type: none"> <li>▪ Investigate economic gardening approach with CSU, Chico and SBDC, Investigate funding from Forest Service</li> <li>▪ Investigate a hands-on/education approach with small business – business coaching</li> <li>▪ Retain, even on part-time basis, a business coach to meet with select small businesses and teach business coaching to retired business owners (SCORE counselors, SBDC counselors and others), expanding business coaches</li> <li>▪ Through outreach meetings with businesses, banks, CPAs and others identify expansion opportunities and assist in facilitation</li> <li>▪ Assist troubled businesses and formulate mitigation plan while problems are small and manageable</li> </ul> </li> </ul>

## Business Retention & Expansion Initiative

	<ul style="list-style-type: none"> <li>▪ Expand utilization of local firms for goods and services</li> <li>▪ Emphasize and support entrepreneurship</li> <li>▪ Partner with all other agencies in Plumas County and the region to provide services to all businesses</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Counseling</li> <li>▪ Education</li> <li>▪ Business Coaching</li> <li>▪ Workshop Seminars</li> </ul>
<p>Success Measurements</p>	<p>Changes in per-capita income</p> <p>Changes in unemployment statistics</p> <p>Tax base improvement</p> <p>Businesses assisted</p>

## 4. Business Attraction

Business Attraction Initiative	
Goals	<ol style="list-style-type: none"> <li>1. Expand the use of visitor attraction as a business attraction hook</li> <li>2. Short-term – increase tourism-related development attraction including downtown-main street development</li> <li>3. Ensure product is ready before implementing targeted manufacturers campaigns</li> <li>4. Continue to leverage resources by participating with the Northern California Industrial Development Executive’s Association (Nor Cal IDEA) in a joint marketing, media relations and lead generation program</li> <li>5. Target eco-friendly business clusters in urban areas that will find a competitive or comparative advantage in the Plumas County quality of life</li> <li>6. Achieve positive negotiations for new businesses and investments into Plumas County</li> </ol>
Objectives	<p><b>Year 1 &amp; 2:</b></p> <ol style="list-style-type: none"> <li>1. Coordinate with Tourism on marketing</li> <li>2. Coordinate with Product Development on facilities and business parks/sites</li> <li>3. Participate in Northern California Association (Nor-Cal) marketing</li> </ol> <p><b>Year 3 &amp; 4:</b></p> <ol style="list-style-type: none"> <li>1. Continue annual work elements of Year 1-2</li> <li>2. Recruit at least two tourism-related businesses</li> <li>3. Recruit at least one targeted business – 15 to 50 employees</li> </ol> <p><b>Year 5:</b></p> <ol style="list-style-type: none"> <li>1. Initiate a business recruitment plan to call on targeted businesses and sell them on Plumas County, lead generated through Tourism marketing and Nor-Cal marketing</li> <li>2. Recruit at least two tourism-related businesses and two targeted businesses</li> </ol>
Strategies	<ul style="list-style-type: none"> <li>▪ Prepare an attraction plan for tourism-related development <ul style="list-style-type: none"> <li>▪ Identify Targets – recreational facilities, tourism-related services, alternative health care, lodging and restaurants</li> <li>▪ Identify other visitor attractions to develop year-round tourism economy</li> <li>▪ Identify downtown-main street improvements</li> <li>▪ Coordinate with Tourism and Product Development</li> </ul> </li> <li>▪ Procure and utilize state-of-the-art software databases to provide accurate research data relative to economic development in the region. <ul style="list-style-type: none"> <li>▪ Site Selection Database Reporting System – a system for gathering, maintaining and disseminating data about Plumas County that site selectors and expanding companies most often request. <ul style="list-style-type: none"> <li>☞ Update existing information</li> <li>☞ Prepare standard response proposal</li> </ul> </li> </ul> </li> </ul>

## Business Attraction Initiative

	<ul style="list-style-type: none"> <li>▪ Incentive Matrix <ul style="list-style-type: none"> <li>☞ Define what incentives will be offered to business and industry that create jobs and invest capital</li> </ul> </li> <li>▪ Real Estate Database – share database with Product Development <ul style="list-style-type: none"> <li>☞ Preferable to have GIS database with maps</li> </ul> </li> <li>▪ Develop sales packet that effectively communicates the region’s assets to business decision makers <ul style="list-style-type: none"> <li>▪ Develop messaging strategy – become known for a unique position, feature</li> <li>▪ Create a response package for the site selection facts (stored in database)</li> <li>▪ Enhance existing website with economic development information, promote tourism-related and business opportunities, link to partner organizations</li> <li>▪ Develop a targeted direct mail campaign with tourism</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>▪ Provide “Business Opportunity” brochures to local outlets-motels, resorts, golf courses, etc.</li> <li>▪ Participate in NorCal IDEA’s marketing and promotion plan to build market awareness of Northern California opportunities <ul style="list-style-type: none"> <li>▪ Public Relations, media releases</li> <li>▪ Advertising</li> <li>▪ Tradeshows</li> <li>▪ Direct Mail</li> <li>▪ Company visitations</li> <li>▪ Prospect identification</li> </ul> </li> <li>▪ Identify target businesses with the following characteristics to begin tourism-business attraction cross promotion: <ul style="list-style-type: none"> <li>▪ Small to medium size (25 – 50) employees</li> <li>▪ Compatible with natural resources and culture: <ul style="list-style-type: none"> <li>▪ light manufacturing, testing, assembly that is not freight intensive (high value-added component)</li> <li>▪ niche ag-business operations <ul style="list-style-type: none"> <li>☞ medicinals and botanicals</li> </ul> </li> <li>▪ restoration of wood product production</li> <li>▪ alternative health-care facilities</li> <li>▪ alternative fuels</li> <li>▪ utilization of natural resources</li> <li>▪ niche high-tech, software development</li> <li>▪ suppliers to businesses in Reno</li> </ul> </li> </ul> </li> </ul>

## Business Attraction Initiative

	<ul style="list-style-type: none"> <li>▪ Owner-operators</li> <li>▪ Year-round, non-seasonal businesses</li> <li>▪ Target priority marketing locations:             <ul style="list-style-type: none"> <li>▪ Regions with high comparative cost structure</li> <li>▪ Urban centers with entrepreneurs looking for rural environment, higher quality of life</li> <li>▪ Secondary markets in timber/ forestry; tourism infrastructure</li> </ul> </li> <li>▪ Organize an ambassador program</li> <li>▪ Provide material on opportunities to business people who travel regularly to meet one-on-one with other businesses and potential prospects to sell the advantages of living and relocating to Plumas County.</li> </ul>
<p>Success Measurements</p>	<p>Implement a system to specifically track prospects and closures</p> <p>Track specific employment, payroll and capital investment increases</p> <p>Track changes in per-capita income</p>

## 5. Public Policy

Public Policy Initiative	
Goals	<ol style="list-style-type: none"> <li>1. <b>Bring about the creation of a user-friendly government as it relates to business within the county.</b></li> <li>2. <b>Institute a continuous improvement program for government/business interfacing.</b></li> </ol>
Objectives	<p><b>Years 1-5:</b></p> <ol style="list-style-type: none"> <li>1. Annually identify the priority public policy issues to be addressed.</li> <li>2. Enhance working relationship with Community Development Commission</li> <li>3. Advocacy for smart planning, review planning reports and action, comment to Supervisors on reports, represent businesses</li> </ol>
Strategies	<ul style="list-style-type: none"> <li>▪ With stakeholders of brokers, contractors and others, work with county staff to create a streamlined, fast-tracked permit processing for all businesses</li> <li>▪ Identify and advocate removal of regulatory barriers to “Smart Growth”<sup>1</sup></li> <li>▪ Provide a forum to promote understanding and balance between public and private interests</li> <li>▪ Be the catalyst to move forward on key issues that will:</li> <li>▪ Provide Action Agendas</li> <li>▪ Promote county and / or city legislative recommendations</li> <li>▪ Create incentives for business development</li> <li>▪ Prepare white papers for Board of Supervisors on Plumas County policy and how they impact economic development</li> <li>▪ Build and align the communication network necessary to maximize the opportunities for immediate county-wide delivery of issues, consensus building and unified response</li> <li>▪ Provide policy makers with factual information on issues affecting attraction and retention of business</li> </ul>
Success Measurements	Streamline the permitting process and move towards electronic permitting; track permit approval time (business days). Conduct annual customer satisfaction survey of businesses on government services

<sup>1</sup> Smart Growth Definition, *CALED 2000*: creating productive activity, as a means to achieving greater prosperity, opportunity and livability for all Californians, must be economically viable and contribute to growth with equity. The principle addresses the financial means necessary to support environmental, economic and social equity services.

## Evaluation Report (2001-2002)

Plumas Corporation and the Plumas County Board of Supervisors developed a series of evaluation mechanisms in 2001 that attempt to track progress in carrying out each of the Five Initiatives defined in the previous section. These indicators are expressed either as statistics or as a narrative regarding the goals set for each Initiative.

### Economic Vitality Evaluation Mechanisms 2001-2002 (Statistics)

<i>Evaluation Item</i>	<i>Data Source</i>	<i>Regularity</i>	<i>Results</i>	
			<i>Previous (Date)</i>	<i>Most Recent (Date)</i>
Changes in per-capita income	US Census	Ten Year	'90-\$12,952	'00- \$19,391
Changes in Unemployment statistics	CA EDD	February	2/01- 14.5 %	2/02- 13.9 %
		August	8/00- 4.8 %	8/01- 4.8 %
		Annual	2000- 8.3 %	2001- 8.4 %
Tax base improvement (Total Tangible Value)	Tax Assessor	Annual	1/00 \$ 1.906 B	1/01 \$ 2.010 B
Businesses assisted	SBDC/Plumas Corp	Annual	SBDC Counseling- 59	Plumas Corporation-25
Program annual goals	Plumas Corp	Annual	See attached review by area/initiative	
Public – TOT tax increase	Treasurer (\$ 000s)		2000 \$	2001 \$
		County Annual:	915	982
		1 <sup>st</sup> ¼	32	38
		2 <sup>nd</sup> ¼	212	241
		3 <sup>rd</sup> ¼	546	595
		4 <sup>th</sup> ¼	101	96
		Area Annual:		
		Quincy/LaPorte	114	127
		Portola/S. Vy.	43	48

Mohawk	352	384
Meadow V.	32	35
G'ville/Crescent	17	19
Canyon	7	8
Almanor	337	344
Sloat	4	13

Public – Sales tax increase (Taxable Sales) CA Board of Equal Quarterly/ Annual-Year Lag 2<sup>nd</sup>/00- \$ 47.6M 2<sup>nd</sup>/01-\$ 48.7M 1999- \$168 M 2000- \$187M

Private - Increase sales, overnight stays No Report/Tool

Implement a system to specifically track prospects and closures No Report

Track- Employment (Annual Average), CA EDD Annual 2000- 8,950 2001- 9,050  
Payroll (Major Industry) CA EDD Annual-Year Lag 1999- 104 M 2000-112 M

Streamline the permitting and move to electronic permitting: Planning Department forms now on line

Track permit approval time (business days) FY-02-03 Budget budget discussions re Planning/Auditor software

Conduct a customer satisfaction survey annually within the business community relative to government services SBDC conducting survey summer '02

**Economic Vitality Evaluation Mechanisms 2001-2002 (Narrative)- Goals (italics) by Initiative**

**Initiative # 1. Tourism Marketing, Promotion & Visitor Attraction and Tourism Infrastructure Development**

*Increases in tourism through destination marketing efforts*

A consistent, coordinated countywide destination marketing program is carried out by the Plumas County Visitors Bureau and its partners. (See Strategic Marketing Plan and Program of Work.) Evaluations for each program area have produced measurable results. There have been increases in visitor inquiries, visitor expenditures and transient occupancy tax. (See 2001 PCVB Inquiry Analysis and TOT reports.)

### ***Promote shoulder season and year-round tourist activities***

An integrated marketing communications strategy has been used to carry out a fall colors campaign for several years with measurable success. A public relations campaign aimed at television stations to educate the traveling public about winter road conditions was held with limited success. The promotion of longboard skiing, snowmobiling and other winter activities produced numerous articles, including a Sacramento television spot during Winter Olympics coverage. Winter activities/events guides were created and distributed via mail and website. The PCVB website design is changed and updated for each season, and the Plumas County Visitors Guide promotes four seasons. Advertising promoting “Awesome Autumn” and “Wondrous Winter” and “Sierra Spring” was placed to draw interest to off-season travel. Group tour itineraries were written and are being finalized to promote off-season group tour and niche markets. One fall foliage tour was attracted using these itineraries. Plumas County’s state fair exhibit also will contain a four-season message to accompany the “Land for All Seasons” county video. Second and Fourth Quarter TOT receipts total increased by 7.6 % from 2000 to 2001.

### ***Facilitate growth of tourism-related infrastructure***

Assistance is provided by ED and Tourism staff to prospective tourism businesses. This includes TOT data (charts, graphs, etc.) analyzed for specific areas. Specific reports were published in 01-02 on Almanor Basin and Portola/Eastern Plumas to assist prospective investors. Assistance includes access to SBDC counseling and public/private financial resources (if needed). Staff is also interviewed for anecdotal data. An inventory of infrastructure is underway (7/02) to determine capital and investment status and needs in six basic infrastructure areas in each community (restrooms available to the public, public telephones, places to eat, places to stay, places to buy things, things to do) for future developmental work in cooperation with local chambers .

### ***Transform visitors into Plumas County businesses***

Tourism staff has been instructed to promote the benefits of living and working in Plumas County to visitors on an individualized basis. Providing excellent customer service and product, and initiating customer service programs throughout communities is critical to transforming visitors into prospective business owners. Referrals are made to ED staff for those visitors seeking additional assistance towards relocating or starting a business.

## **Initiative # 2. Product Development**

### ***Infrastructure development, industrial land plans***

Significant progress was made on three major commercial/industrial infrastructure projects.

- Chester Public Utility District, using financial assistance from USFS, CalTrans and Plumas County, is constructing water and sewer extensions to the public and private lands along Hwy 36 beyond the airport and out to the Flood Control Structure. This will enable more than 100 commercial/industrial acres to have these needed services. This effort carries out most of the recommendations in the 1994 *Chester Airport Area Infrastructure Project Report*.
- Indian Valley CSD is purchasing the undercapitalized (privately owned) Bidwell Water Co. that serves Greenville. The water system's lack of capacity has hindered growth. The Plumas County Superior Court ordered the sale. Finance/upgrade funds are being sought from USDA Rural Development in conjunction with PCCDC.
- Grizzly Lake Resort Improvement District's need to upgrade its fire flows to accommodate future growth on 100 acres of commercial/industrial land progressed with two projects. A new tank was installed by the district (using Lake Davis Settlement Funds) and CDBG funds were approved for installation of a new and larger water line.

### ***Obtain funding for infrastructure improvements***

Chester PUD used special project funding from CalTrans and US Forest Service, along with County funds. These totaled approximately \$800,000. Other future users of the new infrastructure will pay a pro-rata share of the improvements (see above).

Grizzly Lake Resort Improvement District used \$137,000 in Lake Davis Settlement funds for the new water tank and \$500,000 in CDBG funds were awarded for the water line. Water Line construction is slated for 2002-2003. Future users will pay a pro-rata share of the water line improvement

### ***Assist existing large industry with expansions***

Collins Pine Company in Chester is constructing a new small log mill in 2002.

### ***Manage natural resource development***

Streams-

The Feather River Coordinated Resource Management Group was active in eleven stream restoration projects, either newly approved or under contract. Four projects were constructed during the year (totaling \$ 346,000).

Forests-

Plumas County Fire Safe Council received its first project funding from BLM and USFS (two projects totaling \$162,000). A coordinator was hired under contract. Seventeen volunteer fire department members are providing individual homeowner firewise consultations in six communities in the summer of 2002. These communities all developed wildfire evacuation plans and brochures.

An additional six projects were applied for and four were approved for \$225,000 for implementation in 02-03.

US Forest Service reported accomplishing 52,000 acres of thinnings in FFY 01 on the Herger Feinstein Quincy Library Group Pilot Project. Approximately \$28 million was expensed by USFS and approximately \$15 million went to contractors in the QLG region.

### **Initiative # 3. Business Retention & Expansion**

#### ***Initiate a new small business and entrepreneurial development program***

The Plumas County Board of Supervisors initiated a major outreach effort to local businesses in 5/02 (with logistics assistance from Plumas Corporation). This consisted of direct outreach (individual letters and phone calls ) to ninety small businesses in the County. Ongoing Sierra College Small Business Development Center (SBDC) services (as well as information on all other local, state and federal business services) are being offered to these businesses directly through individual meetings with SBDC. The businesses are also being surveyed on a variety of business issues by SBDC.

#### ***Provide hands-on service, support and education to small business, the cornerstone of Plumas County's economy***

Sierra College Small Business Development Center continued to provide private business counseling services (by appointment) throughout the county. 59 businesses were provided counseling for over 300 hours. Plumas Corporation worked with approximately 25 businesses on a variety of projects.

SBDC, Plumas Corporation, Alliance for Workforce Development, Feather River College and the other members of the Workforce Development Team offered five training sessions for businesses in 2001-2002. These were:

- *Patent to Profit Seminar* (Quincy, 8/01, 29 attendees)
- *Safe Serve Certifications & Hospitality Training* (Almanor and Graeagle, 5/02, 140 businesses)
- *Seasonal Job Fairs* (Chester and Graeagle, 3/02,

### **Initiative # 4. Business Attraction**

#### ***Expand the use of visitor attraction as a business attraction hook***

No new initiatives were undertaken during the year beyond responses to walk in or phone inquiries at the Plumas County Visitors Bureau, local chamber offices, Plumas Corporation and referrals.

***Short-term – increase tourism-related development attraction including downtown-main street development***

Tourism related development in 01-02 included the opening of the first phase of the *Villas of Gold Mountain* (upscale -4 units in first phase) as well as the renovation and reopening of Motel de las Plumas (Canyon Dam-moderately priced-10 units).

Significant improvements in weekend visits in the Feather River Canyon should result from the new hydroelectric dam water release program instituted by PG & E. Thousands of whitewater rafters have attended the summertime events in 2002.

The downtown *Dame Shirley Plaza* in Quincy was sodded, irrigated and furniture installed during the year by Plumas County and local volunteers.

The Williams House renovation was completed in Portola and functions as both a visitor center and museum.

***Ensure product is ready before implementing targeted manufacturers campaigns***

Permit streamlining was addressed by three new projects at the County (see #5 below) that will assist in developing an accurate permit approval time. Physical infrastructure for manufacturing facilities was and is being improved for Industrial/Commercial properties in Greenville, Delleker and Chester (see #2 above). When Delleker, Greenville and Chester improvement projects are completed, significant progress will have been made in changing the historically unfavorable status of availability of commercial industrial sites (see Location Factors discussion beginning on p.31). The on-line parcel mapping system and permit tracking systems need to be in place prior to major targeted marketing expenditures.

***Continue to leverage resources by participating with the Upstate California Economic Development Council (Upstate CA EDC) in a joint marketing, media relations and lead generation program***

Upstate EDC provided nineteen leads for Plumas Corporation as well as dozens of contacts from two trade shows attended. The regional economic development marketing group also changed their name and mission statement in a well publicized campaign. Cooperative advertising was carried out in relocation trade magazines with Team California. Plumas Corporation also responded to two direct inquiries via CA Trade and Commerce Agency by producing specific packages. No direct results were achieved from these efforts.

***Target eco-friendly business clusters in urban areas that will find a competitive or comparative advantage in the Plumas County quality of life***

No progress was made on this goal.

***Achieve positive negotiations for new businesses and investments into Plumas County***

Three new firms made significant job producing investments in Plumas County.

Sierra Health Foundation was assisted through the permitting and building process and is constructing a Camp for 300 disabled youth & staff in Eastern Plumas County.

The Foxwood development at Lake Almanor received zoning and subdivision assistance to record their first parcel map (6/02) for a planned 813 unit resort.

A Glassware Manufacturing firm built a facility and commenced operations in Blairsden.

A fourth firm, Holiday Market, has plans to construct a supermarket in the Delleker area. The fire flows necessary to allow for this new store will be provided through a CDBG grant approved for Plumas County in 1/02 and the investment is scheduled for '02-'03

**Initiative # 5. Public Policy**

***Bring about the creation of a user-friendly government as it relates to business within the county.***

The initiation of the SBDC outreach program by the Board of Supervisors has begun the process of creating a more user friendly government (see Initiative #2 for details). See also below.

***Institute a continuous improvement program for government/business interfacing.***

Three areas were improved upon in 2001-2002. The County Planning Department and Information Technology put all Planning forms and regulations on-line. The Building Department began to analyze software for a new permit tracking system that will enable managers to more accurately oversee workflow and workload issues. The intended result is a building permit tracking system that:

- can be accessed by the internet,
- gives managers workflow/load information to make staffing/extra help decisions
- gives the public (prospective investors/businesses) reasonable certainty on permit timelines

Finally, the Board of Supervisors approved the use of HR 2389- Title III funds (\$90,000) to upgrade the County's GIS/parcel system for use by County Departments, the public and the Fire Safe Council.

**WorkPlan 2002-2003**  
**Carrying Out the Five Initiatives (2002-2003)**

Each of the five Initiatives within the Comprehensive Economic Development Strategy has different entities involved. Each of the strategies has different annual and regular evaluation mechanisms (defined above). This section details the Plan of Work for 2002-2003 and defines lead entities, partners and budget frameworks. The following chart briefly outlines the workplan components. Following the chart is a more detailed description of the workplan components.

The Chart shows:

- each of the five strategies, by name and number,
- the lead entity to accomplish the strategy,
- what partners are also involved in carrying out the strategy,
- the proposed appropriation from the Plumas County General Fund for FY 02-03 to accomplish the Strategy,
- the proposed allocation of existing *Jobs Housing Balance Funds* under contract with California Department of Housing and Community Development and
- Whether other funds are involved.

**2002-2003 Workplan/Budget Outline-Plumas Corporation**

	<b>Initiative Name</b>	<b>Lead Entity</b>	<b>Partners</b>	<b>Prop. County General Fund (02-03) \$s -**</b>	<b>Prop. Jobs-Hsng. Funds \$s</b>	<b>Other Funds</b>
1	Tourism Marketing, Attraction & Infrastructure Development	Plumas County Visitors Bureau (Plumas Corp.)	Plumas Corporation, Four local Chambers of Commerce, USFS, Shasta Cascade, PC Arts Commission, Museum & Fair, City of Portola, Tourist related businesses, AWD, EDD	Plumas Corporation (PCVB)- <b>\$271, 635</b> base funding	\$ 0	Y
2	Product Development	Plumas Corp.	PCVB, Local Businesses, County Departments, PCCDC, Feather River CRM group (no PC general fund), City of Portola, Local Special and Fire Districts, Local Chambers, Plumas Fire Safe Council, Quincy Library Group, USFS & USRD, CA H&CD, CA TTA, SEDD	Plumas Corporation- <b>\$95,273</b> base funding	\$ 0	Y ***

3	Business Retention and Expansion	SBDC via Plumas Corp.	AWD, CA EDD, FRC, Local Chambers, Businesses, CALED	SBDC-\$25,000 (approp. 01-02). Plumas Corporation funds in # 2	Plumas Corp.- <b>\$ 55,622</b>	Y
4	Business Attraction	Plumas Corp.	Upstate EDC, AWD, CA EDD, FRC, CA TTA, CA H& CD, Local Chambers, CALED	Plumas Corporation-in # 2.	\$ 0	N
5	Public Policy	Plumas Corp.	Building, Planning, Assessor, Fire Safe Council, UC Coop Extension, Chambers, Local Businesses	Plumas Corporation in # 2 above.	\$ 0	Y

**Total Plumas Corporation 02-03 Request** (additional funds only \*):

<b>General Definition</b>	<b>2002-2003 Plumas County General Fund****</b>	<b>Jobs Housing Balance Grant</b>	<b>Total</b>
Economic Development	95,273	55,622	150,895
Tourism	271,635	-0-	271,635
<b>Total</b>	<b>366,908</b>	<b>55,622</b>	<b>422,530</b>

\* Totals do not include remainder (7/1/02) of \$29,000 allocated in 01-02 from general fund for SBDC business retention/ expansion program via Plumas Corporation. Program is ongoing and no additional request is made at this time, although the unexpensed funds are requested to roll over into 02-03.

\*\* Totals do not reflect expected related requests for 02-03 general funds from the local Chambers of Commerce, Arts Commission, Building Department (Permit Tracking), etc.

\*\*\* Secure Schools Title III allocation of \$90,000 for GIS system plus numerous additional projects with contracted funding from other sources.

\*\*\*\* Total general fund requests include allocations of pass through funds to outside Projects/Partners:

- Shasta Cascade (Tourism)- \$4,000
- State Fair Exhibit (Tourism)- 1,500
- State Capital Exhibit (Tourism)- 1,000
- Upstate EDC (Economic Devel)- 3,000
- SBDC annual (Economic Devel)- 2,500

**2002-2003 Proposed WorkPlan**  
**Plumas Corporation Activities by Initiative 2002-2003**  
**Initiative #1- Tourism Marketing Promotion and Development**

<b>Project</b>	<b>Primary Type</b>	<b>02-03 Objective</b>	<b>Amount of Funds/ Source</b>	<b>Plumas Corp Internal Lead</b>
Strategic Marketing & Develop. Program	Tourism	Implement attached PCVB Marketing Plan (details in all sections)	271,635-County General Fund	PCVB
Media Relations	Tourism	Develop media kits, media tours, radio & TV interviews, articles & guidebooks.	County General Fund (see above)	PCVB
Photo Library	Tourism	Acquire images to produce CDs, lend CDs & images as appropriate	County, private donations	PCVB
Advertising	Tourism	ads in print media & radio spots.	County, co-op partners	PCVB
Publicity	Tourism	Produce press releases.	County	PCVB
Publications/ Web Site	Tourism	Produce guides (including co-ops);continue to maintain and update site	County	PCVB
Literature Fulfillment/ Inquiry Analysis/ Research	Tourism	Continue to increase mail packets, serve walk-ins, increase web user sessions. Produce year-end analysis, TOT reports and surveys	County	PCVB
Centralized Reservations	Tourism	Continue direct lodging referral in summer.	County	PCVB
Trade Shows	Tourism	Display at 3 shows.	County, Lassen County	PCVB
Partnerships	Tourism	PCVB, chambers, regional and state meetings; ongoing assistance to partners.	County	PCVB
Speakers Bureau	Tourism	Presentations at conferences and media	County	PCVB

Group tours (off-season)	Tourism	Development of tour itineraries/groups	USFS (20,000)	PCVB
Off-season promotion	Tourism	Continue to integrate Fall colors marketing communications campaign, winter PR	County	PCVB
Customer Service Developm't	Tourism	Carry out new customer service trainings	County	PCVB/ED
Basic Tourism Infrastruct. Research & Develop. (Big Six)	Tourism/Product Develop.	Complete survey with chambers. Issue Reports by county/community, design development program (with ED), develop reference card for front line providers by town.	County	PCVB/ED

## Plumas Corporation Proposed Activities by Initiative 2002-2003

### Initiative # 2 Product Development

<b>Project</b>	<b>Primary Type</b>	<b>02-03 Objective</b>	<b>Amount of Funds \$/ Source</b>	<b>Plumas Corp Internal Lead</b>
Continue program activities and Hire new Business Marketing Coordinator	Economic Development	Hire and train new economic development specialist or use similar funding for subcontracts with specialists on specific projects	County base Economic Development funding request (\$95,273) and Jobs Housing Balance request (\$55,622)- include even split of \$59,000 Salary and Benefits (or equivalent contracts).	ED
Greenville Business Facilities	Economic Development (Tourism)	Secure grant and initiate study	13,000/CDBG	ED
Crescent Mills Electronics Recycle	Economic Development	Secure grant and initiate study	22,000/CDBG	ED
Spanish Creek Golf	Economic Development (Tourism)	Secure Funding for course/land	Prop 204 or other source Staff through County base Funding	ED
Vision 2020-Quincy	Economic Development	Implement MOUs and Annual Report	Staff through County Base funding	ED
Chester Airport Area Infrastructure	Economic Development	Chester PUD completes construction on sewer/ water extensions	800,000-CalTrans, USFS, County	ED
LaPorte general store/gas station	Economic Development (Tourism)	Develop fuel service	Private- Staff through County base Funding	Ed

Fire Safe Individual Homeowner Consultations	Natural Resources (Forest)	Complete Bucks Lake, Meadow Valley, Plumas Eureka, Greenhorn, Grizzly Road Quincy Consultations	100,000-USFS Fire Plan-Plumas Fire Safe Council-	ED
Fire Safe Individual Homeowner Consultation	Natural Resources (Forest)	Initiate Consultations in Graeagle, LA Peninsula, Portola Indian Valley, "C" Road	50,000- (National Fire Plan) to Plumas Fire Safe Council-BLM funds, (6 towns)	ED
Community Forest Thinning Projects	Natural Resources (Forest)	Seek funding for Graeagle, Long Valley, Indian Falls, Greenhorn & Quincy	RAC or National Fire Plan to Plumas County Fire Safe Council	ED
Community Forest Thinning Project	Natural Resources (Forest)	Seek funding for West Almanor (LNF)	RAC or National Fire Plan- Plumas County Fire Safe Council	ED
Plumas Eureka Area Thinning	Natural Resources (Forest)	Initiate thinning project on USFS lands	50,000- (RAC) Plumas County Fire Safe Council-PL106-393 Title II	ED
Countywide Hazardous Fuels Assessment Strategy	Natural Resources (Forest)	Complete Strategy	50,000 – (National fire Plan) Plumas Fire Safe Council-BLM	ED
Hazardous Fuel Reduction Projects	Natural Resources (Forest)	Treat c. 100 acres at five sites	55,000- (National Fire Plan) Plumas Fire Safe Council, USFS Economic Recovery	ED
Greenville-North Canyon Creek	Natural Resources (Stream)	Construct Project	15,000/Prop204 (County)	CRM

Spanish Creek Watershed Assessment	Natural Resources (Stream)	Secure Watershed Assessment funds and begin project	150,000/Clean Water Act via State	CRM
Humbug/Charles Creek (Portola)	Natural Resources (Stream)	Carry out Restoration Grant	\$124,000-Clean Water Act	CRM
Sulphur Creek Watershed Assessment	Natural Resources (Stream)	Carry out Watershed Analysis	177,000-State Proposition 13-State Water Board	CRM
Carmen valley Restoration	Natural Resources (Stream)	Continue Design Assistance into construction	Sierra Valley CRM using Prop 204 funds (Sierra County)	CRM
Poplar Valley Road Crossing Rehab	Natural Resources (Stream)	Implement Plumas County RAC (Title II) project	65,000 from PL 106-393 Title II plus 28,000 match from Soper-Wheeler and USFS	CRM
Last Chance Restoration	Natural Resources (Stream)	Construct on private lands, Complete NEPA on federal lands	980,000-CalFed	CRM

## Plumas Corporation Proposed Activities by Initiative 2002-2003

### Initiative #3 –Business Retention/Expansion

Project	Primary Type	02-03 Objective	Amount of Funds/ Source	Plumas Corp Internal Lead
Board of Supervisors-Expanded Services to existing Businesses	Economic Development	Continue follow up with businesses >10 employees; Initiate outreach to >5 employees	Special B of S appropriations: 29,000 general fund (01-02) to SBDC. No additional 02-03 appropriation requested.	ED
Plumas Eureka Replacement Ski Lift	Economic Development (Tourism)	Continue Assistance on Environmental Analysis	County Base funding for staff	ED
Seasonal Job Fairs	Economic Development (Tourism)	Conduct fairs in Graeagle and Chester	County base funding for staff plus AWD, EDD	ED
County Economic Development Revolving Loan Fund	Economic Development	Seek and secure CDBG funds to replenish fund	500,000-CDBG with County and PCCDC	ED
Quarterly Business Seminars	Economic Development	Continue Seminar series Portola, Quincy and Chester	Staff through County base funding with Plumas Workforce Development Committee	ED
Quincy Library Group	Economic Development	Increase economic outputs of program	USFS expenditures at \$ 28 Million	ED
Logging/Landscape Contactor	Economic Development	Secure product expansion financing	30,000-Recycling Zone loan	ED

## Plumas Corporation Proposed Activities by Initiative 2002-2003

### Initiative # 4- Business Attraction

Project	Primary Type	02-03 Objective	Am't/ Source	Plumas Corp. Internal Lead
Delleker Water Line Replacement	Economic Development	Construct Water Line Replacement & Supermarket constructed.	500,000- CDBG towards 2,500,000 supermarket construction with 137,000 from GLRID (with PCCDC)	ED
Lead Generation & Followup	Economic Development	Increase leads through Upstate CA EDC, chambers, Plumas Jobs First and referrals	Above County General Fund and Jobs Housing Balance Funds	ED
Wholesale Bakery	Economic Development	Commence operations	50,000-Private	ED
Target Area Marketing/ Advertising	Economic Development	Report to Board of Supervisors by 12/02 on costs/benefits and plan for local marketing in target regions	General funds for staff with additional funds if approved for program	ED
Modify websites for 'business relocation'	Economic Development	Modify websites at County, Visitor's Bureau and possibly Chambers to have 'Business Relocation' on table of contents. Develop web page with consolidated data/links	Staff with \$1,000 consultant/material time	ED/Tourism

## Plumas Corporation Proposed Activities by Initiative 2002-2003

### Initiative # 5- Public Policy/Permit Streamlining

<b>Project</b>	<b>Primary Type</b>	<b>2003 Objective</b>	<b>Am't Source</b>	<b>Plumas Corp. Internal Lead</b>
Sierra Health Foundation	Economic Development	Continue Construction 4/02	>2,000,000 /SHF	ED
Building Dep't Forms On-line	Economic Development	Place forms on-line for display/retrieval	Internal/County Planning & IT	ED
Parcel Mapping System	Economic Development & Natural Resources	Develop system	90,000/B of S-Title III Schools with Fire Safe council, Assessor, Planning Dep't	ED
Permit Tracking	Economic Development	Develop/Install Building Department	Departmental Request in '02-03 budget	ED
Foxwood	Economic Development	Continue Construction/Map approval process	>2,000,000/ Private	ED
Customer Satisfaction Survey	Economic Development	Present 01-02 survey results & Continue survey work via SBDC	SBDC Retention Attraction Funding (see above)	ED