

Amador County, California  
Comprehensive Economic Development Strategy  
2021-2025

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# Introduction

Amador County, California, is located in the foothills of the Sierra Nevada Mountains in the region known as the Mother Lode, or Gold Country. Approximately 45 miles east of Sacramento, the county is bordered by El Dorado County on the north, Alpine County on the east, Calaveras County on the south, and Sacramento and San Joaquin Counties on the west.

According to the California Department of Finance, the estimated 2020 population of Amador County is 37,676. There are five incorporated cities in the county with a population of 16,502 and several unincorporated communities. The county is the fifth-smallest county in California by land area, a total of 606 square miles.

Amador County has long experienced population decline and underemployment. The County Board of Supervisors determined that the county needed a plan to help the county and local jurisdictions reverse these trends. In July 2020, the county began creating a five-year Comprehensive Economic Development Strategy (CEDS) to help guide investment decisions on infrastructure, public works, and job-creating initiatives.

The Amador County CEDS addresses economic challenges, identifies opportunities, and includes a plan for building a resilient local economy, increased commerce, and employment options. The organization of the CEDS follows the US Economic Development Administration's guidelines.

- The **Technical Report** is a presentation of the data and analysis of the economic conditions of the county and region.
- The **SWOT Analysis** identifies the critical internal and external factors (assets, challenges, threats) that affect the county's economic development potential. Along with the data analysis, findings from the SWOT lead to recommendations and strategies that focus on leveraging strengths and opportunities, overcoming weaknesses or challenges, and mitigating threats.
- The **Action Plan** is designed to implement the strategies and achieve the goals. The Amador County Strategic Action Plan follows six critical Economic Development and Vitality Indicators. Each action item has sufficient detail to ensure all stakeholders understand the who, what, why, and when for organized and efficient implementation.
- The **Performance Metrics** will assist the county in tracking implementation of the CEDS and its impact on the regional economy.
- The concept of **Economic Resilience** is addressed throughout the CEDS document. Specific actions to counter the risks and challenges noted in the Technical Report and SWOT sections are included in the Action Plan as are performance metrics.
- A summary of the **Implementation and Management** of the CEDS is provided as an ongoing tool to ensure the Action Plan's successful execution.
- A discussion of strong **Public Engagement** is the final section of the CEDS.

The following pages introduce the key elements of the Strategic Action Plan.

## SWOT Analysis

STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> <li>▪ Desirable community</li> <li>▪ Existing industry sectors</li> <li>▪ Education improvements</li> <li>▪ Existing visitor market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Economic growth</li> <li>▪ Community resources</li> <li>▪ Workforce, talent pipeline</li> <li>▪ Educational attainment</li> <li>▪ Visitor amenities</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Diversify, expand, and attract job-creating industry</li> <li>▪ Provide infrastructure</li> <li>▪ Support entrepreneurs</li> <li>▪ Strengthen workforce skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recession</li> <li>▪ Loss of revenue</li> <li>▪ Natural disasters</li> <li>▪ Utility disruptions</li> </ul>

## Vision

"We, the citizens of Amador County, envision the county as a place known for its high-quality rural lifestyle, historic resources, healthy natural environment, vibrant local economy, scenic resources and vistas, and services that meet our people's needs." <sup>1</sup>

## Economic Development Goals

- Improve the availability, reliability, and speed of communication services for businesses, workers, students, and residents.
- Create a stronger and more diverse economic base.
- Increase affordable housing and rental options.
- Develop a workforce with the academic and technical skills necessary for careers today and tomorrow.

## Strategies

1. Enhance the business climate through strategic policies, partnerships, and public/private investment.
2. Attract, retain, and expand diverse, high-value economic base industry sectors that increase economic strength and resiliency.
3. Support innovative and strategic demand-driven education and training programs that build career pathways in K through 12, articulates through the university level and serves the technical and professional needs of businesses.

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<sup>1</sup> Source: Amador County General Plan, 2016



## Action Plan

AMADOR COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT ACTION PLAN	
Economic Development Vitality and Resiliency Indicator	Actions
Economic Development and Job Creation	<ol style="list-style-type: none"> <li>1. Establish a collaborative business visitation program</li> <li>2. Support entrepreneurs</li> <li>3. Build a countywide e-commerce website</li> <li>4. Create an investment prospectus for the Opportunity Zone</li> <li>5. Enhance the visitor experience</li> <li>6. Attract traded-sector businesses that support and complement the existing industries in Amador County</li> </ol>
Education and Talent Supply	<ol style="list-style-type: none"> <li>7. Strengthen academic performance</li> <li>8. Fill the talent pipeline</li> <li>9. Develop and expand career technical education pathways</li> </ol>
Business Climate and Competitiveness	<ol style="list-style-type: none"> <li>10. Prepare the priority development sites</li> <li>11. Review the development process to ensure it is efficient and business-friendly</li> </ol>
Physical Infrastructure	<ol style="list-style-type: none"> <li>12. Support city, county, and special districts' initiatives and applications for funding to develop critical infrastructure</li> </ol>
Equitable and Sustainable Communities	<ol style="list-style-type: none"> <li>13. Actively pursue public/private partnerships and funding to increase affordable housing options</li> <li>14. Support and collaborate with efforts to increase affordable child care</li> <li>15. Increase walkability within and connections between communities and employment centers</li> </ol>
Threats to Resiliency	<ol style="list-style-type: none"> <li>16. Reduce the threat of wildfire to Amador County businesses and residents</li> </ol>

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# Technical Report Summary

This Technical Report Summary is organized by key foundational economic development vitality and resiliency indicators: Education and Talent Supply, Economic Development and Job Creation, Business Climate and Competitiveness, Physical Infrastructure, Equitable, and Sustainable Communities, Threats to Resiliency, and SWOT. The findings of the Technical Report were used to develop the strategic initiatives and actions contained in the Action Plan. The full Technical Report is included in the Appendix.

## Educational Attainment

Increasing educational attainment and talent supply is an important foundational strategy for Amador County to initiate transformation. Educated and skilled talent is the cornerstone of a sustainable economic future. The majority of jobs created in this country over the next ten years will require some post-secondary education. Trends in Amador County indicate this future may be threatened by several factors, including:

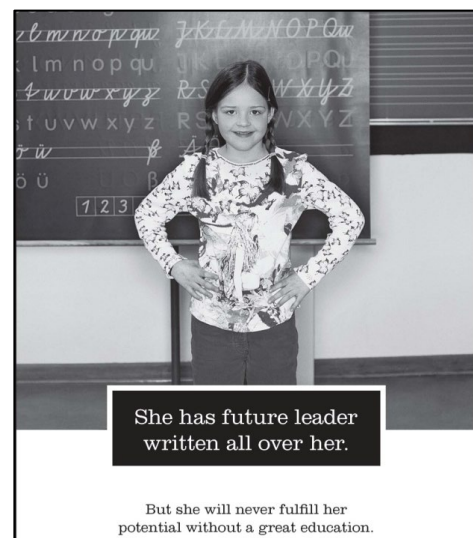
- High school completions are up, but the completion of higher degrees is falling behind (an essential indicator of a skilled talent pool).
- Students in the county do not perform as well on state assessment tests.
- SAT scores are higher than the state average, however, consistently fewer Amador County students take the SAT.
- The talent pipeline, the source of the future workforce, is flat.

The critical importance of a well-funded education and technical training system cannot be overstated. Educational attainment is a key ingredient for social and economic mobility. It increases the productivity of workers and can provide a pathway to higher-paying work.

Many of the challenges faced by the county to create a better and more robust educational system are hampered by low incomes, stagnant job and population growth, and limited funding. Strategies and initiatives contained in the Action Plan will help address these key socio-economic issues which will in turn influence the educational trends currently being experienced.

Local efforts underway to move the needle on educational attainment include:

- Consideration of a bond measure to upgrade Amador County USD school buildings and facilities in 2022.
- Amador County USD membership and implementation of Advancement Via Individual Determination (AVID), a national program to close the opportunity gap in college graduation rates and college and career readiness and success.



- Support and implementation of Career Technical Education (CTE) through recognized career pathways and dual enrollment agreements and partnerships with local community colleges.
- Amador College Connect makes a four-year degree possible without leaving the county.
- Partnerships with local community colleges and the Mother Lode Job Training Consortium to focus on educational pathways that result in industry-recognized training leading to careers with living wages.

Transforming Amador County's socio-economic profile into a more balanced and resilient economy is dependent on many diverse and interconnected factors. At the top of the list, however, is employment growth and wages. It's hard to have a good quality of life without a job and nearly impossible to get a job that pays a family-sustaining wage without education and skills. Helping students identify and pursue a career pathway that leads to the completion of a degree or certificate is paramount.

## Workforce Supply and Demand

Building a strong talent pipeline is a critical factor in a community's ability to compete and prosper. A skilled workforce helps to retain existing employers and attract new jobs, companies, and investment. High population growth rates for younger working-age persons (ages 25-44) suggest new residents are attracted to an area, growing the workforce, adding to the innovation base, and launching new businesses. The Amador County talent pipeline, the source of the future workforce, is flat. There is no growth in the 0-19 age group (Gen Z) and little growth in the 20-39 age group to replace aging workers. Amador County's share of youth is consistently below that of the state, with the most significant difference in the 25- to 34-year-old age group (Millennials). The percent of Experienced Workers (ages 40-59) is also declining (further constricting the labor pool). The Retiring Soon age group (ages 60-79) leaving the workforce is growing. The shrinking talent pipeline is a red flag to businesses.

*“Any community unable to attract and hold talent will join a growing number of economically doomed places where economic development is impossible.”*

*Mark Lautman,  
When the Boomers Bail*

The Central/Mother Lode Regional Consortium's 2019 Regional Plan found the largest undersupply of middle-skill workers in the business sector, followed by retail, hospitality, construction (including energy and utilities), and health care.

Soft skills, such as effective communication, English, and customer service are the baseline skills most highly sought by employers.

Maintaining and increasing training (soft and hard skills) for occupations that are growing in the county and region that support industry targets (manufacturing, agriculture, natural resources, health care, hospitality, information technology, and construction) will help to fill the skills gap of the resident workforce and aid in efforts to attract targeted industry sectors.

# Economic Development and Job Creation

## INDUSTRY TRENDS

Amador County's economy, like others, depends on a balance of three sectors (Traded, Population Driven, Visitor Sector). Many businesses are a hybrid of population and visitor-serving. They provide goods and services to locals and those who are traveling through Amador County to other destinations, e.g. restaurants, service stations. Traded sector businesses provide goods and services to customers outside of the region; they export goods and import dollars. The importance of the traded sector versus population-serving businesses is that the traded sector tends to offer higher wages which enables employees to increase spending on household items and adds to disposable income. Amador County's economy is heavy on the retail and service industries—82 percent of the employment in Amador County is in the population-driven and visitor markets.

Even though government is not an industry, it accounts for over 10 percent of employment in Amador County, a disproportionately larger share than the statewide 4.5 percent. In 2016, over 46 percent of reported personal earnings were derived from the government.

A decline in the government sector locally would therefore have a disproportionately negative impact on employment and earnings. Severe fiscal problems experienced by local, state, and federal governments (as currently experienced due to COVID-19) could increase the drag on the county's economy and prolong economic recovery, while also hurting public services.

In addition to paying employees and providing public services, federal, state, and local governments are substantial buyers of goods and services from private businesses. Spending cuts, employee furloughs, and layoffs by government entities doing business in the county could affect local business health and growth.

The population- and visitor-serving businesses have been among the hardest-hit during the COVID-19 pandemic and economists predict they will be among the last to recover. Adding to the COVID-19 impact, recent and ongoing fires and resulting smoke and unhealthy air quality have further negatively impacted both the visitor and local serving businesses.

Over the past eight years, in Amador County, the following industries have added jobs, are growing faster than the US average (for that industry) and are expected to continue to have positive job growth or output. These industries include:

- Agriculture
- Mining
- Manufacturing
- Power Generation
- Professional Services
- Health Care Services
- Hospitality
- Transportation and Logistics

*“Economic development is about acting to ensure that the economy of your community (income and savings) grows faster than your population (service burden or expenses) so the community has the extra resources in the future to finance improvements.”*

*Mark Lautman,  
When the Boomers Bail*



Diversifying the economy to include a greater share of traded sector businesses will improve the stability and resilience of Amador County's overall economy, and lessen the economic impacts associated with catastrophic events, such as COVID-19 on a single industry sector. Industry diversification and resiliency strategies are presented in the Action Plan.

### TARGETED INDUSTRY SECTORS

The following industries are targeted for attraction, startup, expansion, and retention in Amador County. The industry targets align with the regional marketing and workforce development groups' industry focus—Central Sierra Economic Development District and the Mother Lode Workforce Development Board and Job Training. These industry sectors represent the foundation for innovation, competitiveness, and support the diversification of the economic base, improved health, sustainability, energy self-sufficiency, resiliency, and shared prosperity.

- Manufacturing
- Agriculture and Support Services
- Natural Resources (biomass, forest products, and management, mining)
- Health Care
- Hospitality (tourism)
- Information Technology
- Construction

Success with diversification and especially with the attraction and retention of industry sectors that provide a family-sustaining wage will largely be dependent on upgrading the educational attainment and skill level of the resident workforce.

## Labor Force and Employment Growth

Amador County faces several challenges related to the labor force and employment growth including:

- The average annual population growth in Amador County is less than one percent.
- The growth of the talent pipeline, which is the source of future workers, is flat.
- The educational attainment of the workforce age group (25 to 64 years) lags that of the state.
- Less than half (44 percent) of the labor pool is participating in the workforce which is far below the statewide participation rate of 63 percent.

Building and sustaining a diverse economy by attracting and retaining industry sectors that provide a family-supporting wage depends largely on having a resident workforce that is large enough and has the appropriate education and skills sufficient to meet employers' current and future hiring needs.

## Development Opportunities

Balancing the needs of the resident population with the need to continue investment in physical infrastructure to accommodate growth and support job-creating industry will be challenging. Currently, Amador County and its cities have a limited inventory of fully improved industrial property. Lack of industrial property improved with off- and on-site infrastructure is a major obstacle to economic growth. The county continues to remain non-competitive with other regional locations due to this limitation. Development opportunities for the county and cities are listed below. The realization of the economic development potential of these areas will depend on securing funding for these infrastructure improvements.

The county has four principal development areas that offer opportunities for industrial and commercial growth (Martell Regional Service Center, Pine Grove, Buckhorn, and River Pines Town Centers). The Martell Regional Service Center is the largest, over 679 acres, with 33 percent, or approximately 225 acres zoned for commercial and industrial use. The Martell Regional Service Center also includes two fully improved industrial business parks that can accommodate additional growth. The Pine Grove, Buckhorn, and River Pines Town Centers offer approximately 238,000 square feet of land available for commercial development.

- The City of Lone has over 1,300 acres of land planned for industrial use (all unimproved), an 80-acre former youth correctional facility (now abandoned and surplus State property), and commercial development opportunities in the historic downtown core.
- The cities of Jackson, Amador City, and Sutter Creek have development opportunities in their historic downtown core; however, any future development is dependent on the availability of supporting physical infrastructure.

## **Business Climate and Competitiveness**

### **REGULATORY PROCESS, FEES, AND INCENTIVES**

California is a high-cost state. Among the factors cited as contributing to the high business costs in California are business taxes that are 22 percent higher than the national average, workers' compensation rates 61 percent higher than average, one of the highest minimum wage rates in the nation, stricter overtime rules, and higher litigation costs.<sup>2</sup>

Given this uneven start out of the gate, Amador County and cities work hard to establish and implement local policies and programs that foster a competitive business climate. Because of the state's high business costs, Amador County's best opportunity for new business locations are often companies already located in California that are expanding, or businesses considering a move out of the state due to high costs at their current location.

A competitive business climate includes a collaborative, seamless, consistent, and easy to understand the permitting process and regulatory system. Friendly and timely customer service is another key component of economic development competitiveness. Removing barriers to business growth and development, providing specialized services and infrastructure that helps reduce costs, increase efficiency, and increase local businesses' market share makes the county a more competitive business environment.

Commitment to seeking innovative incentives and implementing business-friendly regulatory processes will be critical to achieving the county's economic potential. A continuing challenge is the need to balance the consideration and provision of incentives with the need to measure the benefits of these incentives relative to the cost of the public expenditure and contribution to social equity.

### **SMALL BUSINESS AND INNOVATION**

Small business is big business in Amador County; 58 percent of the businesses in the county have less than five employees and 99 percent have less than 50 employees. One of the biggest obstacles to small business growth is access to capital. Declining creditworthiness of small business borrowers, an unwillingness of banks to lend money to small businesses, and tightened regulatory standards on bank

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<sup>2</sup> <https://cfce.calchamber.com/wp-content/reports/CFCE-Cost-of-Doing-Business-in-California.pdf>

loans have all been barriers to small business growth. Various non-conventional loan programs in the region provide much-needed capital to support startups and small businesses. These programs have contributed to the growth of small businesses, however, additional targeted efforts to increase access to these resources is needed.

Innovation contributes to increased economic diversity and resiliency. Increasing innovation in Amador County will require building a skilled talent pool, enhancing entrepreneurial and small business support, and enhanced efforts to provide access to new technology and markets. Strategies that address innovation and small business development are provided in the Action Plan.

## GLOBAL COMPETITIVENESS

According to a joint project of the Brookings Institute and JPMorgan Chase, a US company with developed export markets is going to have 100 percent higher revenues, and be able to sustain a 70 percent larger staff at 20 percent higher wages on average, than their non-exporting competitors.<sup>3</sup> A global network reaching into diverse markets better equips a business to weather the kinds of economic downturns that have historically left Amador County and the Mother Lode region with lingering unemployment, while other regions have recovered.

Regional resources are available to Amador County businesses and entrepreneurs. However, a continuing challenge will be linking these global market and innovation resources with local entrepreneurs and businesses. Increased efforts to communicate resource availability more effectively through local outlets (chambers of commerce, cities, county, and regional providers) will be important to increase access and use of these sources of technical assistance and financing by local businesses and entrepreneurs.

## Physical Infrastructure

The quality of the county and city's infrastructure is critical to their ability to grow and maintain a vibrant economy. Efficient and well-maintained infrastructure will make the county more competitive and able to accommodate business and job growth. Investments in broadband, transportation, water, and wastewater are critical assets that support economic vitality and quality of life. Given the enormous costs associated with infrastructure creation, maintenance, replacement, and operation, affordable funding mechanisms are needed to ensure that needed investments are made in a timely manner and to address backlogs and keep pace with new growth.

The county, cities, and special districts continue to invest in physical infrastructure to expand services to new developing areas, replace deficient equipment, and maintain existing services. Many of these improvements were financed using federal and state grants and low-interest loan programs. Recent infrastructure projects include expansion of road and bridge improvements, water and wastewater treatment facilities, and park and recreation facilities.

In the Development Opportunities subsection, development areas in the county and cities were listed and described. The realization of the economic development potential of these areas will be dependent on securing funding for infrastructure improvements. Over \$400 million in capital improvements needed to support job and economic growth are listed in the Technical Report. Among the capital improvement projects are:

- Transportation, road, and bridge repairs and improvements
- Traffic and pedestrian circulation improvements

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<sup>3</sup> [California Central Valley Export Plan – Brookings Institution and JPMorgan Chase](#)

- Airport hangar improvements
- Electric car charging station installations
- Infrastructure extension, installation, and capacity improvements including broadband, water, sewer, wastewater, and power

## **EQUITABLE AND SUSTAINABLE COMMUNITIES**

Equitable development means making public and private investments in communities that support those most in need and that considers the history and current conditions so that future outcomes are equitably distributed, both for those currently living and working in the county, as well as new arrivals.

With lower per capita and household incomes, lower educational attainment, and other socio-economic conditions that impact the quality of life, strategic initiatives designed to address these core issues are needed. Education, training, and economic development partners will need to strengthen efforts to increase educational attainment and skill development to ensure that as job growth occurs, residents will benefit. Continued community engagement so that people can gain some measure of ownership over the future of their neighborhoods is also very important.

## **Threats to Resiliency**

Amador County's reliance on the visitor, population-based, and government sectors as the primary source of jobs and revenue is a threat to a sustainable economic future. Continued efforts to foster a culture of innovation and diversity to the economic base through targeting expanding and emerging sectors that are a good match with the county's unique assets and competitive strengths will provide stability during downturns that disproportionately impact these sectors, as evidenced by the current COVID-19 pandemic and poor air quality due to wildfires in the west and northwest. Robust strategies to address pandemics, natural disasters (particularly wildfire), and regulatory issues (PSPS and fire insurance) are more difficult to address at the local level. Strategies that address key issues associated with threats to resiliency are presented in the Action Plan.

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# SWOT Assessment

The Strengths Weaknesses Opportunities and Threats (SWOT) assessment process has been used by businesses for decades to determine preferred strategies and identify risks and opportunities within a market. Communities similarly use a SWOT analysis. The primary objective of conducting an Economic Development SWOT analysis for a community is to create full awareness of all the factors considered when businesses are deciding on the best location for their operations.

The findings from a SWOT lead to recommendations and strategies that focus on leveraging strengths and opportunities, overcoming weaknesses or challenges, and mitigating threats.

**Strengths** are tangible and intangible assets a community has and can offer businesses. Strengths and assets set a community apart and give it a competitive advantage over its competition. For example:

- Highly talented workforce
- Market-ready industrial and commercial sites and buildings
- Physical location and natural resources
- Market access (highways, commercial airport, deep water port)
- Operating costs including wages, fee structure
- Community vision
- Quality of life (safety, education, amenities)

**Weaknesses** are factors that detract from a community's economic development competitiveness. A weakness constricts or limits a community from reaching its desired goal. For example:

- Debt, or lack of financial resources
- Population growth rate and demographics
- Quality and quantity of workforce
- Insufficient infrastructure capacity

**Opportunities** refer to factors that offer a potential competitive advantage and contribute to goal and objective achievement. For example:

- Land owned by a jurisdiction that needs infrastructure to make it market-ready
- Existing organizations that could collaborate to provide new or a wider range of services
- Economically strong businesses that may be ready to expand operations
- Industry clusters with similar suppliers that could be targeted for attraction

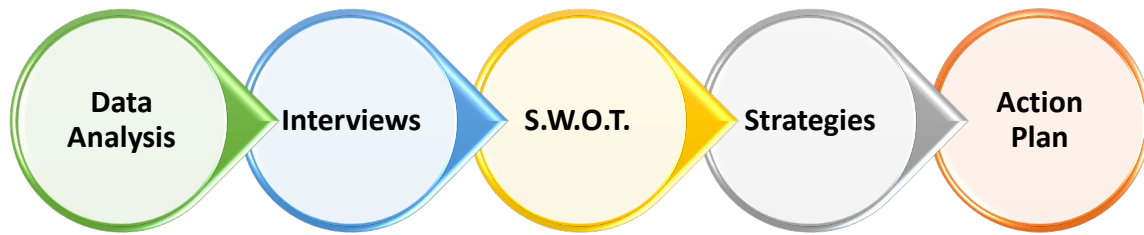
**Threats** are external factors that put a community or economy at risk, and they are often beyond a community's direct control. However, jurisdictions may be able to put in place programs or contingency plans to respond to the threat. For example:

- Natural disasters (wildfire, drought, earthquake)
- Economic shifts
- Federal and state regulations



The Amador County SWOT Assessment is a culmination of data and trends analysis presented in the Technical Report (see Appendix), a review of background documents, several dozen personal interviews with community stakeholders, and the findings from an online social engagement website and survey designed specifically for the Amador County CEDS (see Appendix).

The economic development strategies resulting from this SWOT are based on (1) taking advantage of the county's strengths and assets; (2) mitigating the challenges; and (3) advancing the opportunities; all of which are (4) validated through interviews; and (5) supported with a detailed action plan for implementation.



## Strengths and Assets

<p><b>COMMUNITY</b></p> <ul style="list-style-type: none"> <li>▪ Resident/business involvement and engagement</li> <li>▪ General Plan updates, permitting, new online systems, and specific plans</li> <li>▪ Low crime</li> <li>▪ Historic downtowns</li> <li>▪ Full-service communities, e.g. jobs, shopping, health care, parks, and recreation</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>▪ Business and residents desire a well-maintained and well-planned community with the services and amenities necessary for a high quality of life</li> </ul>
<p><b>ECONOMY</b></p> <ul style="list-style-type: none"> <li>▪ Favorable cost of living compared to the state</li> <li>▪ Entrepreneurial spirit</li> <li>▪ Declining poverty level</li> <li>▪ Established agricultural base and growing industries including increasing recognition as a quality grape and wine region</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>▪ Lower cost of living is a favorable sign for new residents, new businesses, and potential entrepreneurs</li> <li>▪ Entrepreneurship improves the standard of living and creates wealth for the entrepreneur and related businesses (suppliers). This wealth is most often kept within the community as locally owned businesses are more likely to contribute to community projects, support local charities, youth sports, etc.</li> </ul>

## Strengths and Assets

	<ul style="list-style-type: none"> <li>Job and output growth along with a declining poverty rate are indications of economic growth</li> </ul>
<p><b>WORKFORCE AND EDUCATION</b></p> <ul style="list-style-type: none"> <li>High school graduation rate is improving</li> <li>More rigorous high school graduation requirements</li> <li>Local access to post-secondary education through Amador College Connect</li> <li>Career technical education (CTE) and pathway agreements with community colleges</li> <li>Mother Lode Job Training, Amador Economic Prosperity Center</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>Employers seek an existing educated and skilled workforce and assurance of a continuous pipeline of skilled labor</li> <li>Established linkages between primary and post-secondary educational institutions and workforce demonstrate a recognition of the importance of skilled labor to business success and the local economy</li> </ul>
<p><b>TOURISM</b></p> <ul style="list-style-type: none"> <li>Existing visitor market which is driven by wine tastings, outdoor recreation, history</li> <li>Sites on the National Register of Historic Places and California Historical Landmarks</li> <li>Historic ambiance and character is maintained and valued</li> <li>Natural resources and venues offer a wide range of outdoor recreation</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>Historic and natural resources are a competitive advantage—they are rare, valuable, and hard to imitate—and they will continue to attract visitors</li> </ul>

## Challenges

<p><b>COMMUNITY</b></p> <ul style="list-style-type: none"> <li>Budget constraints and loss of revenue to businesses and jurisdictions due to COVID-19</li> <li>Aging infrastructure, limited capacity, and financial constraints to supporting improvements or expansion of visitor and resident amenities (parks, recreation, sidewalks, pathways, etc.)</li> <li>Housing shortage for workers</li> <li>Limited public transportation</li> <li>Unmet demand for subsidized child care</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>The pandemic and pending economic shift bring a greater potential for business closures and job losses</li> <li>Less money to support economic expansion and maintenance of existing facilities, services, and resources</li> <li>Lack of affordable housing is a constraint to employment growth and expansion of the labor pool</li> </ul>
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# Challenges

<ul style="list-style-type: none"> <li>▪ Threat of wildfires</li> <li>▪ Cost of fire insurance</li> <li>▪ Regional organizations are spread thin with large geographic areas to cover with limited resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of public transportation and subsidized child care limits employment opportunities for some</li> <li>▪ Wildfire threat impacts home security and the cost of insurance for existing and potentially new buyers</li> <li>▪ Budget constraints limit resources and services offered by regional organizations</li> </ul>
<p><b>ECONOMY</b></p> <ul style="list-style-type: none"> <li>▪ Very little growth in personal income and a substantial share comes from retirement or disability benefits</li> <li>▪ Stagnant population growth</li> <li>▪ The economy is heavily weighted on retail and service sectors</li> <li>▪ Entrepreneurial spirit not well-supported with business assistance services</li> <li>▪ Market access via two-lane state highways</li> <li>▪ Limited commercial/industrial land and buildings that is fully served with infrastructure</li> <li>▪ Limited access to broadband throughout the county, especially in the more rural areas</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>▪ Income derived from transfer payments or passive earnings (e.g. retirements, disability) versus work earnings indicates a sluggish economy</li> <li>▪ Slow growth in personal earnings means less discretionary income, less spending, and a decline in sales tax revenues</li> <li>▪ The flat population growth suggests a weak consumer market demand</li> <li>▪ A higher share of employment in retail and services is concerning as these industries typically pay lower wages</li> <li>▪ The economic impact derived from higher-skilled and higher-wage jobs is much greater</li> <li>▪ With limited help and support for business and entrepreneurs, (e.g. small business counseling, financing, mentoring) the county could be losing business startups and expansions</li> <li>▪ Lack of interstates or major four-lane highways limits the county's ability to support distribution reliant businesses</li> <li>▪ Limited sites and buildings make Amador County less competitive with communities that have ready-for-market properties</li> <li>▪ Limited access to high-speed broadband restricts the county's ability to support businesses, home-based entrepreneurs, and telecommuters reliant on broadband</li> </ul>

# Challenges

<p><b>WORKFORCE</b></p> <ul style="list-style-type: none"> <li>▪ Slow/flat population growth and low labor participation rate</li> <li>▪ One-half of Amador County workers are imported from other counties; three-quarters of the working population leave the county for employment</li> <li>▪ No growth in the talent pipeline to replace experienced workers exiting the labor force</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>▪ Flat population growth and school enrollment, coupled with a lower share of youth, and a higher share of older residents indicates a limited labor pool and talent pipeline</li> <li>▪ A significant number of out-commuters, low labor force participation rate, and the housing shortage force businesses to look outside the county to attract workers and new prospective businesses may reject the county for other locations with a more robust labor pool and talent pipeline</li> </ul>
<p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>▪ Share of the population with four-year degrees is declining</li> <li>▪ Educational attainment of the workforce age group (25 to 64 years) is declining</li> <li>▪ Low scores on the mandated CAASP standard assessment tests given to grades 3-8 and 11</li> <li>▪ Many school facilities and infrastructure are old and in need of repair; recent bond measure failed</li> <li>▪ Limited education or training programs for occupations projected to be in demand</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>▪ The declining share of the population with four-year degrees indicates that college-bound students may not be completing their studies</li> <li>▪ The majority of living-wage jobs require some level of post-secondary education</li> <li>▪ Potential new employers will judge the county's commitment to education by both the physical assets and academic achievement</li> <li>▪ Employers expect skills training, programs, and pathways to be in place</li> </ul>
<p><b>TOURISM</b></p> <ul style="list-style-type: none"> <li>▪ Limited amenities</li> <li>▪ Lack of wayfinding signage</li> <li>▪ Limited local coordination, cross-promoting</li> <li>▪ No 24/7 information kiosk for the region</li> <li>▪ No four-star lodging</li> <li>▪ Limited meeting rooms</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>▪ Visitor expectations include easily accessible information, free parking, places to sit and relax, a clean and safe environment, public restrooms, hospitable and quality service, family-friendly recreation, free high-speed connectivity, and emergency services</li> <li>▪ The shortage of four-star lodging choices limits higher-income visitors and businesses</li> <li>▪ The lack of accommodations with meeting and break-out rooms limits the business and social conference market</li> </ul>

# Opportunities

<p><b>DIVERSIFY THE ECONOMY BY</b></p> <ul style="list-style-type: none"> <li>▪ Attracting manufacturing firms that supply and support existing growing industries (e.g. agriculture, wine, recreation, construction, and natural resources)</li> <li>▪ Supporting the expansion of the health care sector with services that meet the needs of the aging population</li> <li>▪ Attracting new businesses and services that support the tourism and recreation industries</li> <li>▪ Providing the necessary visitor infrastructure</li> <li>▪ Securing infrastructure funding for city and county development opportunity areas</li> <li>▪ Packaging and marketing the Opportunity Zone (e.g. Cedar Mill site)</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>▪ A diversified economy is more resilient</li> <li>▪ Expanding industries like manufacturing and medical services will bring more skilled jobs that provide better wages; without this, retail and service sectors remain the primary drivers for economic growth</li> <li>▪ Existing manufacturing firms should welcome new vendors and/or customers locating in Amador County</li> <li>▪ Supporting the visitor market with amenities and infrastructure could open it up to new, broader markets which in turn creates demand for additional lodging, restaurants, etc. and increases revenues</li> <li>▪ The Opportunity Zone offers unique investment prospects, making it more attractive to potential investors and businesses</li> </ul>
<p><b>ENHANCE BUSINESS DEVELOPMENT BY:</b></p> <ul style="list-style-type: none"> <li>▪ Supporting entrepreneurship and small businesses</li> <li>▪ Pursuing greater broadband access, especially within the development opportunity areas</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>▪ A large percentage of businesses in Amador County employ less than ten. Business assistance to small and micro-businesses and entrepreneurs is critical now and in the future</li> <li>▪ Lack of broadband is a limiting constraint to business development</li> </ul>
<p><b>STRENGTHEN WORKFORCE AND EDUCATIONAL ATTAINMENT BY:</b></p> <ul style="list-style-type: none"> <li>▪ Creating and expanding education and training opportunities for in-demand occupations, through career pathways, industry-relevant credentials, apprenticeships, etc.</li> </ul>	<p><b>SIGNIFICANCE</b></p> <ul style="list-style-type: none"> <li>▪ Enhanced education and training opportunities for in-demand occupations will lead to educational attainment and employment in living wage jobs</li> <li>▪ Building a strong talent pipeline is a critical factor to a community's ability to compete and prosper</li> </ul>



# Threats

## POTENTIAL THREATS

- Recession, which the ability to address threats
- Reduced revenue stream
- Natural disasters (wildfires)
- Federal and State downsizing
- Health-related disasters, pandemics
- Cost and availability of insurance
- Utility disruptions (PSPS)

## SIGNIFICANCE

- Weaknesses or challenges identified through a SWOT analysis can be mitigated
- Threats are factors or situations over which communities have limited or no control
- Currently, the economic stress caused by the COVID-19 pandemic, and to a lesser degree, the recent wildfires will continue to have a strong negative impact on the economy
- At best, communities should be prepared with plans in place to respond quickly and coordinate resources to manage the threat

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# Action Plan

The Action Plan presented in this section implements the goals of the 2021-2025 Amador County Comprehensive Economic Development Strategy by addressing the challenges and opportunities identified in the Technical Report (e.g. educational attainment, infrastructure needs).

The Action Plan is organized by six critical Economic Development and Vitality Indicators. Table 1 is a summary of the 16 specific action items for each of the Economic Development and Vitality Indicators. Each action item has sufficient detail to ensure all stakeholders understand the who, what, why, and when for organized and efficient implementation.

Following the Action Plan are tools for managing implementation and performance monitoring.

## Vision

"We, the citizens of Amador County, envision the county as a place known for its high-quality rural lifestyle, historic resources, healthy natural environment, vibrant local economy, scenic resources and vistas, and services that meet our people's needs." <sup>4</sup>

## Economic Development Goals

- Improve the availability, reliability, and speed of communication services for businesses, workers, students, and residents.
- Create a stronger and more diverse economic base.
- Increase affordable housing and rental options.
- Develop a workforce with the academic and technical skills necessary for careers today and tomorrow.

## Strategies

1. Enhance the business climate through strategic policies, partnerships, and public/private investment.
2. Attract, retain, and expand diverse, high-value economic base industry sectors that increase economic strength and resiliency.
3. Support innovative and strategic demand-driven education and training programs that build career pathways in K through 12, articulates through the university level and serves the technical and professional needs of businesses.

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<sup>4</sup> Source: Amador County General Plan, 2016

**Table 1. Summary Action Plan**

<b>AMADOR COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT ACTION PLAN</b>	
<b>Economic Development Vitality and Resiliency Indicator</b>	<b>Actions</b>
Economic Development and Job Creation	<ol style="list-style-type: none"> <li>1. Establish a collaborative business visitation program</li> <li>2. Support entrepreneurs</li> <li>3. Build a countywide e-commerce website</li> <li>4. Create an investment prospectus for the Opportunity Zone</li> <li>5. Enhance the visitor experience</li> <li>6. Attract traded-sector businesses that support and complement the existing industries in Amador County</li> </ol>
Education and Talent Supply	<ol style="list-style-type: none"> <li>7. Strengthen academic performance</li> <li>8. Fill the talent pipeline</li> <li>9. Develop and expand career technical education pathways</li> </ol>
Business Climate and Competitiveness	<ol style="list-style-type: none"> <li>10. Prepare the priority development sites</li> <li>11. Review the development process to ensure it is efficient and business-friendly</li> </ol>
Physical Infrastructure	<ol style="list-style-type: none"> <li>12. Support city, county, and special districts' initiatives and applications for funding to develop critical infrastructure</li> </ol>
Equitable and Sustainable Communities	<ol style="list-style-type: none"> <li>13. Actively pursue public/private partnerships and funding to increase affordable housing options</li> <li>14. Support and collaborate with efforts to increase affordable child care</li> <li>15. Increase walkability within and connections between communities and employment centers</li> </ol>
Threats to Resiliency	<ol style="list-style-type: none"> <li>16. Reduce the threat of wildfire to Amador County businesses and residents</li> </ol>

# Economic Development and Job Creation

## ACTION 1. ESTABLISH A COLLABORATIVE BUSINESS VISITATION PROGRAM

Rationale	<p>Implements Strategy 2.</p> <p>An active business visitation program is important to existing businesses and prospective new businesses. Any company considering locating in a community wants to know that they will continue to be an important part of the community year after year. And existing businesses are a good source of leads for business attraction. Through their connections and industry networks, they may know of other businesses (customers or vendors) seeking new locations.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Determine the commercial and industrial businesses to be visited. Areas should be drawn so that each can be walked in the time allotted. Consider sectioning the areas by city, downtown street, industrial park, etc.</li> <li>• Determine the frequency of business walks based on the number of team members available and the number of businesses to be visited.</li> <li>• Schedule each walk. Specific days and times may have to be adjusted throughout the year, but having a set schedule makes it easier for the team members to know when to expect the business walk.</li> <li>• Visit as many businesses as possible in the area selected for that day in the timeframe specified. Three or four teams of two people canvassing an area can expect to reach 25 to 30 businesses.</li> <li>• These are informal visits lasting five to fifteen minutes, ask how the business is doing and determine if there are any specific needs or opportunities for training, financing, assistance, new markets, etc.</li> <li>• Leave behind a business card or postcard with contact information, resources available, upcoming events, workshops, pending street or infrastructure improvements in the area, and opportunities for businesses to be more involved in the county or city's economic development efforts.</li> <li>• If specific needs are identified during the visit (financing, expansion, hiring, training, etc.) make a record of the follow-up required and refer it to the appropriate person.</li> <li>• Follow up to ensure that information or services were provided and the business is satisfied.</li> </ul>
Lead	To be determined.
Support Team	MLJT, SBDC, Chamber, Cities, County, CEDS Committee
Performance Measurement(s)	<p>Number of new business locations</p> <p>Number of local business expansions</p> <p>Number of businesses assisted, issues resolved</p> <p>Reduced vacancies</p>
Timeline	To be determined.

## ACTION 2. SUPPORT ENTREPRENEURS

Rationale	<p>Implements Strategies 1 and 2.</p> <p>A frequent comment during the community engagement (interviews) was the lack of help for small businesses. Fifty-eight percent of the businesses in the county have less than five employees and 99 percent have less than 50 employees, and a significant share of these businesses are locally-owned. The benefits entrepreneurs offer to a community's local economy include local wealth generation, local decision-making, strong community support and involvement, and an affinity to stay in the community. Entrepreneurs improve the standard of living and create wealth for the entrepreneur and related businesses such as their vendors.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Purchase Resources &amp; Tools for Business Success.</li> </ul> <p><i>Resources and Tools for Business Success</i> is a time-tested, subscription-based online tool that supports communities' business startup efforts by providing immediate access to local information and service providers. Local businesses and prospective entrepreneurs can easily find the information and resources they need to be successful. Amador County will be seen as the source of that information and assistance and will send the message that the county and cities are strong supporters of entrepreneurs and small business success.</p> <p>The subscription cost is a \$300 one-time setup fee and \$1,500 a year (for jurisdictions between 20,000 and 60,000 population). The annual subscription is payable quarterly or annually. The <i>Resources</i> staff is available to help bring in local sponsors and design local promotional flyers. It would take less than 30 days to have Amador County's site ready.</p> <ul style="list-style-type: none"> <li>• Establish a Small Business Development Center (SBDC) office in Amador County.</li> </ul> <p>Prepare a proposal to present to the San Joaquin Delta College SBDC director to fund an SBDC office in Amador County. The proposal should include: an identified person to manage the office, office location, a roster of potential local counselors, budget, letters of support from local banks, accounting firms, small businesses, and jurisdictions.</p>
Lead	To be determined.
Support Team	MLJT, County, Cities, Chamber, local merchants and associations, Amador County Council of Tourism
Performance Measurement(s)	New small business startups Resource subscription analytics
Timeline	To be determined.
Resource	<a href="#">Resources and Tools for Business Success</a> office 406.543.2275 cell 916.718.3311



**ACTION 3. BUILD A COUNTYWIDE E-COMMERCE WEBSITE**

Rationale	<p>Implements Strategy 2.</p> <p>Strong retail sales contribute to business success and growth, and a healthy local tax base which is important to jurisdictional budgets and funding critical community services.</p> <p>About half of the businesses responding to the public engagement survey stated that they have no online commerce. A collaborative e-commerce website will help these local retailers gain access to a global market. Visitors may also be interested in purchasing online from a store they remember visiting and enjoying.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Investigate the interest of local businesses in participating.</li> <li>• Based on the response, consider the financial feasibility.</li> <li>• If warranted, establish a volunteer task force to explore potential vendors to build or supply an e-commerce site.</li> </ul>
Lead	To be determined.
Support Team	Local retailers, Chamber, Amador County Council of Tourism, SBDC
Performance Measurement(s)	<p>Increased sales tax revenue</p> <p>Website analytics</p>
Timeline	To be determined.
Resource	<p><a href="#">Support Local</a> is an example of an e-commerce design firm that provides templates for a shared marketplace or one website for all participating Amador County merchants. The platform is designed for businesses that already have an e-commerce presence and those just starting.</p> <p>Popular and highly-rated do-it-yourself e-commerce website builders are <a href="#">Wix Stores</a>, <a href="#">Square Online</a>, and <a href="#">Big Commerce</a></p>

**ACTION 4. CREATE AN INVESTMENT PROSPECTUS FOR THE OPPORTUNITY ZONE**

Rationale	<p>Implements Strategies 1 and 2.</p> <p>Having an Opportunity Zone is not enough to attract an investor. The community must demonstrate that an investment will provide the investor with a market rate of return. The projects that are of interest to Opportunity Zone Fund Managers are those with documentation that the market will support the project and provide a reasonable return on investment.</p> <p>The best approach for marketing an Opportunity Zone is an investment prospectus designed to communicate the value proposition and investment opportunities and show developers and investors the Return on Investment (ROI).</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Agree on the preferred reuse of the parcel within the Opportunity Zone with the most immediate development potential (old cedar mill site). Possibilities include forest products or biomass; production, manufacturing, R&amp;D.</li> <li>• Provide enough detail in the prospectus that investors can effectually evaluate the feasibility, costs, and risk, e.g. general plan designation and zoning, infrastructure availability and capacity, preferred uses, site profile, financial feasibility pro forma, potential site layouts.</li> <li>• Add a "Development Opportunities" page to the County's website to house the prospectus.</li> <li>• Promote the prospectus to Opportunity Zone fund managers, investment firms, regional commercial and industrial real estate brokers, and target industries.</li> </ul>
Lead	To be determined.
Support Team	County, property owner(s), local investors, commercial/industrial real estate brokers, financial institutions, Certified Public Accountants, utilities
Performance Measurement(s)	New investment and employment growth in the Amador County Opportunity Zone
Timeline	To be determined.
Resources	<p><a href="#">CalOZ</a> is a nonprofit trade organization working to ensure the potential of California Opportunity Zones (OZs) is achieved.</p> <p>Two sample Opportunity Zone Prospectus: <a href="#">I-5 Investment Opportunities</a> and <a href="#">Stockton Opportunity Zones</a>.</p>

**ACTION 5. ENHANCE THE VISITOR EXPERIENCE**

<p>Rationale</p>	<p>Implements Strategies 1 and 2.</p> <p>The visitor market does three things: 1) it imports "new money" into the local economy that supports local government fiscal health, supplements the tax base, and helps pay for municipal services, amenities, and continued placemaking improvements; 2) it creates jobs for all skill sets; entry-level workers, semi-skilled, professional, management, and technical workers in a variety of occupations; and 3) it promotes new business development and opportunities for entrepreneurs.</p>
<p>Implementation Tasks</p>	<ul style="list-style-type: none"> <li>• Expand Amenities</li> </ul> <p>Develop and implement a branded, countywide wayfinding signage program that serves both pedestrians and vehicles in finding downtowns, restaurants, parking, historic venues, recreational sites, trails, parks, etc.</p> <p>Collaborate with city and county departments, and private property owners to add amenities that provide visitors with exceptional experiences and encourages extended stays; e.g., shaded seating in downtowns, open spaces, and small parks, easy pedestrian walkways, clean and safe restrooms, free wireless connectivity.</p> <p>Establish visitor information kiosks throughout the county that are available 24/7, require no staff, promote the entire county and cities, and orient visitors to indoor and outdoor venues.</p> <p>Supplement the physical kiosks with a digital version. Stay away from apps that require visitors to download the app for a one time use.</p> <ul style="list-style-type: none"> <li>• Provide Superior Customer Service</li> </ul> <p>Train front-line employees serving guests including retail and hotel clerks, restaurant servers, and visitor sites such as mine and cave tours, tasting rooms, museums, etc. Focus training on providing excellent customer service, local knowledge, folklore, history, and community events. Instill in everyone that they should consider themselves an ambassador for Amador County.</p> <ul style="list-style-type: none"> <li>• Promote</li> </ul> <p>Engage volunteer photographers to document events and build a photo library for use on community and visitor websites and social media.</p> <p>Engage volunteer writers to write and submit articles to local media and national travel journals and websites.</p> <p>Encourage local retailers to participate in visitor marketing by becoming well-versed in the details of events and or venues around the county (specific date, location, key events, the average number of visitors, similar events during the same time, how and where to find more information e.g. if registration is required).</p> <p>Encourage employees to engage customers in conversations that will lead to further discussion and promote other venues; e.g. "where are you from... what brings you to Amador County... have you visited...; have you seen..."</p> <p>Encourage hotels and retailers to have a guest book and collect visitor contact information (if they wish to volunteer it), and their home city.</p>

**ACTION 5. ENHANCE THE VISITOR EXPERIENCE**

	From the guest book establish a database of contacts, addresses, and/or emails for collaborative marketing and promotion.
Lead	To be determined.
Support Team	Amador County Council of Tourism, cities, county, downtowns, local retailers, Chamber, MLJT
Performance Measurement(s)	Increase in TOT revenue Amenities added Increase in retail sales tax Increased exposure; hits on chamber/tourism websites
Timeline	To be determined.
Resource	<a href="#">Destination Development Association</a> is a member-based organization that offers a video library, webinars, and other resources for communities engaged in the visitor market.

**ACTION 6. ATTRACT TRADED-SECTOR BUSINESSES THAT SUPPORT AND COMPLEMENT THE EXISTING INDUSTRIES IN AMADOR COUNTY**

Rationale	<p>Implements Strategy 2.</p> <p>A more diverse economy is a goal of the CEDS and the target industries identified are among those that have added jobs and are expected to continue to have positive job growth or output. To successfully attract new companies communities need to be organized and effective throughout the sales process thereby reducing the chance of being eliminated from the often long list of candidate locations.</p> <p>Because of the state's reputation as a highly regulated and costly state in which to do business, Amador County's best opportunity for new business locations are likely to be companies already located in California that are expanding, or businesses considering a move out of the state due to high costs at their current location.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Once site profiles are prepared (see Action 10: Prepare The Development Opportunity Sites), get them into the hands of regional commercial/industrial real estate brokers and developers so they understand the opportunity, the jurisdictions' plans, and goals for the sites. Given Amador County's limited human and financial resources to pursue potential industry targets, the county will need to rely on commercial/industrial real estate brokers and developers to market the sites.</li> <li>• Create a database of regional commercial/industrial real estate brokers and developers.</li> <li>• Send a letter or email introducing the priority sites, target industries, and development opportunities, with full contact information for requests for further information.</li> <li>• Continue to stay in touch and ensure they are aware of any changes to the sites, progress on infrastructure improvements, new business locations, etc.</li> <li>• When appropriate (post-COVID) consider hosting commercial/industrial real estate brokers and developers to an Amador County tour, visit the properties, meet property owners, city and county representatives who can talk about the market, development process, etc. Ask for their input on how you can support their marketing efforts, types of inquiries they receive, the type of information they need to sell your sites.</li> <li>• Be ready to put together a winning proposal as leads are received.</li> </ul>
Lead	To be determined.
Support Team	Cities, county, property owners, elected officials, special districts, and utility companies
Performance Measurement(s)	<p>New business locations</p> <p>Infrastructure improvements</p> <p>Increase in inquiries of opportunity sites</p>
Timeline	To be determined.
Resources	Site Visit Tips; Ideal Proposal Outline (Appendix)

# Education and Talent Supply

## ACTION 7. STRENGTHEN ACADEMIC PERFORMANCE

Rationale	<p>Implements Strategy 2.</p> <p>The majority of living wage jobs/careers require post-secondary education, certifications, and licenses.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Continue to embrace and expand Advancement Via Individual Determination (AVID) in Amador County schools.</li> <li>• Identify baseline performance (2019/20) metrics (see below) to accurately measure progress.</li> <li>• Share metrics with teachers and students and reasons for the tracking.</li> <li>• Continue to increase rigor in instruction and learning.</li> </ul>
Lead	To be determined.
Support Team	Amador County Unified School District, county, cities, teachers, principals, parents
Performance Measurement(s)	<p>Increase in the percentage of the population with a four-year degree</p> <p>Increase in the percentage of higher educational attainment</p> <p>Increase in the CAASP scores</p> <p>Increase in high school graduation rates</p> <p>Increase in the percentage of students taking SAT's</p> <p>Increase/create CTE tracks for target industry sectors</p> <p>Increase in funding for school facilities and technology</p>
Timeline	To be determined.

**ACTION 8. FILL THE TALENT PIPELINE**

Rationale	<p>Implements Strategies 2 and 3.</p> <p>To be successful, both new and existing employers need a robust pipeline of educated and skilled workers entering the workforce. Building a strong talent pipeline is a critical factor in a community's ability to compete, prosper, retain existing employers, and be attractive to new companies.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Actively lead and support the current trend of knowledge-based workers to locate in Amador County by promoting key assets (lower cost of living, small business entrepreneurial support, schools, and amenities).</li> <li>• Develop a website solely dedicated to this action.</li> <li>• Retool and upskill the existing workforce by partnering with local industry and business, MJLT, and local colleges and training providers to identify key skill sets and develop/expand education/training programs to meet the demand.</li> </ul>
Lead	To be determined.
Support Team	Employers and industry associations and organizations (e.g. Amador County Vinters Association, Amador Fire Safe Council, CHIPs, Farm Bureau, etc.), Amador USD, Amador College Connect, Columbia College, San Joaquin Delta College
Performance Measurement(s)	<p>Increase in the labor force participation rate</p> <p>Reduction in the percentage of in-commuters</p> <p>Increase in the skill level (soft and hard) of the resident workforce as evidenced by enrollment and completions in identified demand skill sets and job titles</p> <p>Knowledge-based talent pool attraction website developed</p>
Timeline	To be determined.
Resources	<p><a href="#">The Six Phases to Building a Strong Talent Pipeline for Your Community</a></p> <p><a href="#">Monterey Bay Career Connect</a></p>



**ACTION 9. DEVELOP AND EXPAND CAREER TECHNICAL EDUCATION (CTE) PATHWAYS**

Rationale	<p>Implements Strategies 2 and 3.</p> <p>Provides students of all ages with the academic and technical skills needed to secure careers and further their education in current and emerging professions.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Focus CTE pathways on 1) requirements and certifications of target industry sectors and 2) in-demand and emerging occupations and skillsets (forest management, hospitality, healthcare, etc.).</li> <li>• Invest in middle and high school career paths that align with current and projected workforce needs.</li> <li>• Introduce/increase student exposure to local career opportunities (e.g. job shadowing, internships, apprenticeships, job, and career fairs/events).</li> <li>• Increase Amador County CTE enrollment and completions in Columbia College and San Joaquin Delta College.</li> </ul>
Lead	To be determined.
Support Team	Amador County Unified School District, community colleges, Amador College Connect, local business and industry, employers, industry associations
Performance Measurement(s)	<p>Increase in the CTE offerings tied to local industry-specific standards, occupations, and careers</p> <p>Increase in the CTE enrollment and completions</p>
Timeline	To be determined.
Resources	<p><a href="#">Perkins Collaborative Resource Network</a></p> <p><a href="#">Calaveras Healthy Impact Products Solutions</a></p> <p><a href="#">California Conservation Corps</a></p> <p><a href="#">Tuolumne County Biomass Utilization Fund</a></p>

## Business Climate and Competitiveness

### ACTION 10. PREPARE THE PRIORITY DEVELOPMENT SITES

Rationale	<p>Implements Strategy 2.</p> <p>As discussed in the Technical Report, Amador County and cities have a limited inventory of fully improved industrial property which is an obstacle to economic growth. Until development-ready land is available, the cities and the county are in a position to lose local business expansions and the attraction of new companies.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Prepare an inventory of sites that are planned and zoned commercial and industrial and listed for sale.</li> <li>• Identify the type of business or industry that is the best fit for the property and that would support and complement the area's existing industries.</li> <li>• Work with local developers and business partners to define the real estate and infrastructure requirements for the targeted industry.</li> <li>• Prepare a profile of each available site that documents site specifications, infrastructure in place, needed, and planned, and the timeline for infrastructure improvements.</li> <li>• Post the profiles on the County's "Development Opportunities" page which also hosts the Opportunity Zone prospectus.</li> <li>• Package the sites that are most-ready for marketing. The package should include the profile, photographs, maps showing location and transportation routes, and cost estimates (acquisition, onsite and off-site improvements, development fees).</li> </ul>
Lead	To be determined.
Support Team	County, cities, developers, commercial/industrial real estate brokers, property owners
Performance Measurement(s)	<p>Market ready profiles of available sites</p> <p>New business locations</p>
Timeline	To be determined.
Resources	Sample site profile (Appendix)

**ACTION 11. REVIEW THE DEVELOPMENT PROCESS TO ENSURE IT IS EFFICIENT AND BUSINESS-FRIENDLY**

Rationale	<p>Implements Strategies 1 and 2.</p> <p>Successful businesses avoid risk. Competitive communities minimize risk by reducing uncertainty. Local governments can reduce uncertainty by providing clear and concise planning and building procedures.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Continue to work hard to ensure local policies and programs foster a competitive business climate.</li> <li>• Review and update where necessary development policies, zoning, and development codes to ensure that they are clear and that processing times and costs are clearly communicated and can be easily presented to prospective businesses.</li> <li>• Compile a development check-list and offer pre-development meetings which can reduce risk, time, and costs. Meetings should include all appropriate regulatory partners, contractors, architects, utility companies, water and wastewater districts, fire departments and districts, etc.</li> <li>• Conduct the necessary research to prove that Amador County costs and development timelines are in line with the region and better than the competition.</li> </ul>
Lead	To be determined.
Support Team	County, cities. jurisdictional department managers, special districts, utilities, communications companies
Performance Measurement(s)	Reduction in permitting-processing time and costs through pre-development meetings and collaboration
Timeline	To be determined.
Resource	Development fee spreadsheet (Appendix)

# Physical Infrastructure

## ACTION 12. SUPPORT CITY, COUNTY, AND SPECIAL DISTRICT INITIATIVES AND APPLICATIONS FOR FUNDING TO DEVELOP CRITICAL INFRASTRUCTURE

Rationale	<p>Implements Strategies 1 and 2.</p> <p>Lack of infrastructure capacity limits economic development opportunities and constrains sustainable and equitable communities. The CEDS Technical Report identified over \$400 million in needed capital improvement projects that support industry diversification, employment growth, community safety, health, affordable housing, and economic resiliency.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Subscribe to <a href="http://www.grants.gov">www.grants.gov</a>.</li> <li>• Actively pursue funding (loans and grants) for water, wastewater, broadband, roads, pedestrian walkways and connections, public transit, etc. and share any potential resources with all economic development partners.</li> <li>• Combine symbiotic infrastructure projects from multiple agencies (when possible) into funding applications.</li> </ul>
Lead	To be determined.
Support Team	County, cities, special districts, business, industry, community
Performance Measurement(s)	The percent or number of residents and businesses served with enhanced infrastructure (e.g. cleaner water, broadband, municipal wastewater, affordable housing, etc.)
Timeline	To be determined.
Resources	<p><a href="#">California Grants Portal</a></p> <p><a href="#">Caltrans</a></p> <p><a href="#">Clean Water State Revolving Fund (CWSRF)</a></p> <p><a href="#">U. S. Department of Agriculture</a></p>

## Equitable and Sustainable Communities

### **ACTION 13. ACTIVELY PURSUE PUBLIC/PRIVATE PARTNERSHIPS AND FUNDING TO INCREASE AFFORDABLE HOUSING OPTIONS**

Rationale	<p>Implements Strategies 1 and 2.</p> <p>The lack of affordable housing is severely impacting local employers' ability to attract and retain workers, especially entry-level, lower-wage workers. Limited market-rate housing is also constraining the recruitment and retention of higher-income workers. The 2015 Amador County Joint Housing Element found that "More than half of the very-low and extremely-low-income households in each jurisdiction, in most cases in both owners and renters, were reported to be overpaying for housing. With the exceptions of Amador City and Jackson, over three-quarters of renters were overpaying. Lone had the highest percentage of renters overpaying (83%), while Amador City had the highest percentage of owners overpaying (79%). Overall, 57% of households in Amador County were overpaying in 2011."</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Implement the actions identified in the 2020 Amador Housing Study to increase affordable housing.</li> <li>• Implement the policies and programs identified in the 2015 Amador County Housing Element to increase affordable housing.</li> <li>• Continue to pursue the development of the "Wicklow" property that includes an affordable housing component.</li> <li>• Investigate opportunities for public funding options to partner with the Jackson Rancheria Band of Miwuk Indians on the multi-family apartment complex in Sutter Creek.</li> <li>• Establish baseline performance metrics for very low and extremely low-income households overpaying for housing. Use metrics from the 2015 Housing Element if more recent data is unavailable.</li> </ul>
Lead	To be determined.
Support Team	County, cities, business associations, community leadership groups, Amador-Tuolumne Community Action Agency, Jackson Rancheria Band of Miwuk Indians
Performance Measurement(s)	Number/percent increase in affordable housing units
Timeline	To be determined.
Resources	<p>Amador County Housing Study 2020</p> <p><a href="#">Amador County Housing Element</a></p> <p><a href="#">Bending the Cost Curve: Solutions to Expand the Supply of Affordable Rentals</a></p>

**ACTION 14. SUPPORT AND COLLABORATE WITH EFFORTS TO INCREASE AFFORDABLE CHILD CARE**

Rationale	<p>Implements Strategies 1 and 2.</p> <p>Child care is a critical component of a healthy and resilient economy. Seventy-five percent of the demand for child care is work-related. In Amador County, demand for child care subsidies is higher than supply, resulting in many families being placed on a waitlist.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Support the Amador County Child Care Planning Council's update of the child care needs assessment and strategic plan to document the early care and education needs of children in Amador County.</li> <li>• Provide the Planning Council a copy of the Amador County CEDS. The CEDS could help inform the update of the Planning Council's strategic plan by providing data and direction regarding business and industry targets, targeted economic growth areas, etc.</li> <li>• Support and lead the implementation tasks in the Economic Development/Job Creation and Education and Workforce sections of this CEDS Action Plan that aim to increase employment with higher paying wages and careers.</li> </ul>
Lead	To be determined.
Support Team	Amador Calaveras Child Care Planning Council, Amador-Calaveras Resource and Referral, local governments, businesses, communities
Performance Measurement(s)	Reduction of the number of children on the waitlist for subsidized child care (Baseline 2020: 150 children)
Timeline	To be determined.

**ACTION 15. INCREASE WALKABILITY WITHIN AND CONNECTIONS BETWEEN COMMUNITIES AND EMPLOYMENT CENTERS**

Rationale	<p>Implements Strategies 1 and 2.</p> <p>Getting people out of the car, and walking and biking is important to good public health, environmental sustainability, and economic development. According to Project for Public Spaces, "When it comes to street life, it seems the presence of people depends on whether the street provides access to the destinations where people want to be, whether or not the street is a comfortable and legible place to be, and also whether there are other people around."</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Review planning policies and identify areas for improvements that will increase pedestrian and bicycle access and use; e.g., safe footpaths, sidewalks, bike lanes, buffers to traffic (medians, planters), landscaping, seating, and street and store signage that is both pedestrian- and vehicle-friendly. Signs that mount perpendicular to the wall of the building (blade signs) help pedestrian and auto traffic locate businesses from the sidewalk or street.</li> <li>• Identify potential funding sources.</li> </ul>
Lead	To be determined.
Support Team	Cities, county, Amador County Transportation Commission, CEDS Committee
Performance Measurement(s)	New projects identified, funded
Timeline	To be determined.
Resources	<a href="#">Project for Public Spaces</a> is a nonprofit organization that helps create and sustain public spaces that build strong communities. The website has ideas, resources, and expertise.



## Threats to Resiliency

### ACTION 16. REDUCE THE THREAT OF WILDFIRE TO AMADOR COUNTY BUSINESSES AND RESIDENTS

Rationale	<p>Implements Strategies 1 and 2.</p> <p>On average, each dollar spent on wildfire prevention mitigation saves an average of \$4 in avoided future losses in addition to saving lives and preventing injuries. According to the Amador Fire Safe Council, "Most structural losses occurred where homes had little or no vegetation clearance or were built using combustible building materials and were thus vulnerable to wildfires." It has been said that California does not have a wildfire problem, rather it is a home ignition problem. Modifications to the area known as the "home ignition zone" including home "hardening" and fuel treatments within 100 to 200 feet of homes can make a meaningful difference, which often requires treatment on private land—not on federally managed forests.</p>
Implementation Tasks	<ul style="list-style-type: none"> <li>• Review and revise land-use policies and building and fire codes that harden homes to wildfire.</li> <li>• Lead and/or participate with community efforts to take part in state and national programs aimed at making communities resilient against wildfire.</li> <li>• Actively pursue funding through state and federal sources for "home hardening" and wildfire resiliency measures such as forest brush management and strategic fuel breaks.</li> </ul>
Lead	To be determined.
Support Team	County, cities, fire departments and districts, Amador Calaveras Consensus Group (ACCG), Amador County Fire Safe Council, CAL FIRE
Performance Measurement(s)	<p>Implementation of land use policy and building and fire codes that harden homes to wildfire</p> <p>Increase in the number of "hardened homes" in Amador County</p> <p>Increase in public and private funding that supports efforts to plan for and mitigate the threat of wildfire (e.g. AB 38)</p> <p>Increase in Amador County communities that actively embrace and participate in building sustainable wildfire resilience capacity in their community</p>
Timeline	To be determined.
Resources	<p><a href="#">City of Paradise Greenbelt</a></p> <p><a href="#">Lake Valley Fire Protection District</a> (South Lake Tahoe), wood roof replacement project</p> <p><a href="#">Firewise USA</a></p> <p><a href="#">Community Planning Assistance for Wildfire</a></p> <p><a href="#">Fire Adapted Communities</a></p> <p><a href="#">State of Oregon Defensible Space Law</a></p>

# CEDS Management and Coordination

Efficiently moving this Action Plan forward to ultimately realize the goals requires a team of dedicated staff and volunteers. The following management and coordination tasks are led primarily by the County and supported by each of the implementation partners noted in the Action Plan.

- Launch the plan by following the 30-60-90 day Implementation Schedule which is provided in the next section.
- Establish regularly scheduled check-ins with the CEDS committee and each lead organization or individual.
- Establish and monitor baseline performance metrics.
- Continue community engagement. Consider a new section on the county's website to keep the public and partners informed on the progress of the strategies and tactics. Generate interest and excitement, celebrate successes, recognize accomplishments, commitment, volunteers, and community spirit.
- Schedule time to collect data and information for the CEDS annual report (performance measures, action items accomplished, new projects, confirm or revise goals and strategies).

## Launch Plan

The following matrix is intended to provide the CEDS Committee and staff with direction on getting started with the many actions and implementation tasks.

**Table 2. CEDS 30 - 60 - 90 Day Launch Plan**

TASK	LEAD	30	60	90
<b>Prioritize:</b> Identify those Action Items to be started during Year 1.	CEDS Committee, County, Cities Staff	✓		
<b>Confirm Roles and Responsibilities:</b> Contact and confirm each Team Lead and supporting partners for Year 1 Actions.	County Staff with CEDS Committee support	✓	✓	
<b>Schedule:</b> Prepare the Implementation Schedule (next page).	County		✓	
<b>Measure Performance:</b> Prepare to accurately measure progress by documenting the baseline (2019-20 or most recent available) performance metrics for each Year 1 action.	To be determined			✓

## Implementation Schedule

	TEAM LEAD	2021	2022	2023	2024	2025
<b>ECONOMIC DEVELOPMENT AND JOB CREATION</b>						
1. Establish a collaborative business visitation program						
2. Support entrepreneurs						
3. Build a countywide e-commerce website						
4. Create an investment prospectus for the Opportunity Zone						
5. Enhance the visitor experience						
6. Attract traded-sector businesses that support and complement the existing industries in Amador County						
<b>EDUCATION AND TALENT SUPPLY</b>						
7. Strengthen academic performance						
8. Fill the talent pipeline						
9. Develop and expand career technical education pathways						
<b>BUSINESS CLIMATE AND COMPETITIVENESS</b>						
10. Prepare the priority development sites						
11. Review the development process to ensure it is efficient and business-friendly						
<b>PHYSICAL INFRASTRUCTURE</b>						
12. Support city, county, and special districts' initiatives and applications for funding to develop critical infrastructure						
<b>EQUITABLE AND SUSTAINABLE COMMUNITIES</b>						
13. Actively pursue public/private partnerships and funding to increase affordable housing options						

	TEAM LEAD	2021	2022	2023	2024	2025
14. Support and collaborate with efforts to increase affordable child care						
15. Increase walkability within and connections between communities and employment centers						
<b>THREATS TO RESILIENCY</b>						
16. Reduce the threat of wildfire to Amador County businesses and residents						

## Performance Evaluation

The performance metrics are designed to measure the *impact* of activities, it is not intended to be an implementation checklist. The performance metrics are listed below with the related Action Item(s). As baseline data is gathered, data sources and dates will be noted to ensure consistency and integrity in the data year after year.

<b>ACTION ITEM(S)</b>	<b>PERFORMANCE METRIC (AND SOURCE)</b>
1	Building vacancy rate (to be determined)
1, 10	Business locations, new (County, City new business licenses issued)
6	Business locations, traded sector (County, City business licenses issued by industry)
1	Local business expansions (County, Cities)
1	Number of businesses assisted, issues resolved (to be determined)
2	Small business startups (new business licenses issued sorted by the number of employees)
2, 3, 5	Website analytics (Resources & Tools, e-commerce website, chamber, Visit Amador)
3, 5	Sales tax revenue (County, Cities)
4	Investment in the Amador Opportunity Zone (County)
4	Employment in the Amador Opportunity Zone (County)
5	Transient Occupancy Tax (TOT) revenue (County, Cities)
5	Visitor amenities added (County, Cities)
6	Infrastructure improvements, value (County, Cities, Special Districts)
6	Inquiries of opportunity sites (County and Cities)
7	Share of the population with a four-year degree (US Census ACS Table: S1501)
7	Share of the population with higher educational attainment (US Census ACS Table: S1501)
7	CAASP scores (Amador County Unified School District)
7	High school graduation rate (Amador County Unified School District)
7	Percentage of students taking SAT's (Amador County Unified School District)
7	Number of career technical education tracks for target industry sectors (Amador County Unified School District, community colleges, Mother Lode Job Training, Amador Connect)
7	Funding for school facilities and technology (Amador County Unified School District)
8	Labor force participation rate (U.S. Census, ACS Table DP03)
8	Number of commuters into Amador County (US Census Bureau, On the Map)
8	Enrollment in identified demand skill sets and job titles (Amador County Unified School District, Community Colleges, Mother Lode Job Training, Amador Connect)

ACTION ITEM(S)	PERFORMANCE METRIC (AND SOURCE)
8, 9	Completions in identified demand skill sets and job titles (Amador County Unified School District, Community Colleges, Mother Lode Job Training, Amador Connect)
8	Knowledge-based talent pool attraction website developed (to be determined)
10	Market ready profiles of available sites (to be determined)
11	A review conducted and changes made as necessary to reduce permitting time and cost
12	Number of residents and businesses served with enhanced infrastructure (County, Cities)
13	Number of affordable housing units
14	Number of children on the waitlist for subsidized child care (to be determined)
15	Walkability projects identified (County, Cities)
15	Walkability projects funded, number and value (County, Cities)
16	Number of "hardened homes" in Amador County (County, Cities, Fire Districts)
16	Public and private funding for planning and mitigating the threat of wildfire (County, Cities)
16	Number and value of participation in wildfire resiliency projects (County, Cities)

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# Public Engagement

## Amador County CEDS Committee

The CEDS Steering Committee includes representatives from the Amador County Community Development Department and two members of the County Board of Supervisors. The Amador County CEDS Committee consists of the 24 public and private representatives listed below. The CEDS Committee participated in the development of strategies and are committed to its implementation. The committee continues to meet on an as-needed basis to monitor strategy implementation, accomplishments, and ensure there is a well-coordinated and well-informed local governments.

### REPRESENTING PUBLIC SECTOR (46 PERCENT)

#### Local Government

Frank Axe  
Amador County District 4 Supervisor

Pat Crew  
Amador County District 1 Supervisor

Chuck Iley  
Amador County, CAO

Jon Hopkins  
Amador County General Services Director

Kim Holland  
Amador County Sr. Administrative Analyst

Stephanie Hess  
Amador County Ethnic Services Manager

Yvonne Kimball  
City of Jackson City Manager

Jon Hanken  
City of Lone City Manager

Amy Gedney  
City of Sutter Creek City Manager

David Groth  
City of Amador Mayor

Rex J. Osborn  
City of Plymouth City Manager

### REPRESENTING PRIVATE SECTOR (54 PERCENT)

#### Business and Industry

Jamie Armstrong, Chamber of Commerce

Lucy Hackett, Jackson Main Street Association

Jack Gorman, Amador Vintners Association

Wayne Garibaldi, American River Bank

Ed Struffenegger, Forester

Sally Bligh, Amador Association of Realtors

#### Tourism

Melissa Haines Lavin, Amador Council of Tourism  
Workforce Development

David Thoeny, Mother Load Job Training

#### Education

Scott Oneto  
University of California Cooperative Extension

Frank Leschinsky  
Volcano Communications Group

#### Transportation and Utilities

John Gedney, Amador Transportation  
Commission

#### Miwuk Indian Tribe

Robert Dalton, Tribal Council Member

Crystal Jack, Jackson Rancheria, CEO



## CEDS Process

Due to the COVID-19 sheltering in place and social distancing policies the Amador County CEDS Committee meetings were held via a combination of in-person and Zoom. Committee meetings were held on August 17, October 8, October 15, and November 13.

The final Amador County CEDS was presented to and accepted by the Committee on November 13. The staff was directed to publish the document for a 30-day public review before the public hearing. To give the Amador County Board of Supervisors sufficient time to review, they were provided a draft copy of the final CEDS the week of November 17.

On December 15, 2020 the CEDS was presented to and adopted by the Amador County Board of Supervisors. The resolution accepting the Amador County CEDS is included in the Appendix.

The County and its incorporated cities are committed to continuing efforts to improve the business climate, job creation, skills development, quality of life, and fiscal stability for their respective jurisdictions.

## COMMUNITY ENGAGEMENT

Development of the CEDS involved extensive outreach to local and regional partners as well as a comprehensive review of current and relevant documents and reports. The list of community stakeholders interviewed and relevant documents and reports reviewed are included in the Appendix.

## SOCIAL ENGAGEMENT ONLINE

To further engage the public and adhere to social distancing policies, a [digital engagement platform](#) was created for Amador County using the Social Pinpoint app as a way for residents, visitors, and businesses to share ideas. The site contained a welcome message from Mr. Pat Crew, Chair of the Amador County Board of Supervisors. The site was launched on August 5, 2020.




**Figure 1. Amador County Social Engagement Online**

The site contained two surveys, one for residents and one specifically for business owners and managers. An interactive map showcased the priority development sites in the county and invited stakeholders to share their ideas and concerns. Results of the two surveys (190 responses) and map comments (79) are included in the Appendix.

**Figure 3. Access to Surveys and Interactive Map**


Help create the Amador County Economic Development Plan



Share Your Ideas!

Learn about the areas identified as development priorities by the Cities and County of Amador. Share your thoughts about the best uses for these areas and the types of businesses and employment opportunities that would be welcome.


Give us your Ideas



Business Owners and Managers

Please give us your thoughts on economic development in Amador County and the impact COVID-19 has on your business. If you are a resident of Amador County, take the Resident Survey as well. The information you provide is confidential and will help us better understand your business success and challenges.

Take The Survey



Amador Residents and Workers

Please take a moment to also share your thoughts and experiences of living and working in Amador County. All members of the household age 18 and over are invited to respond to the survey. The information you provide is confidential and will help us understand your employment needs.

Take The Survey

**Figure 3. Interactive Map**

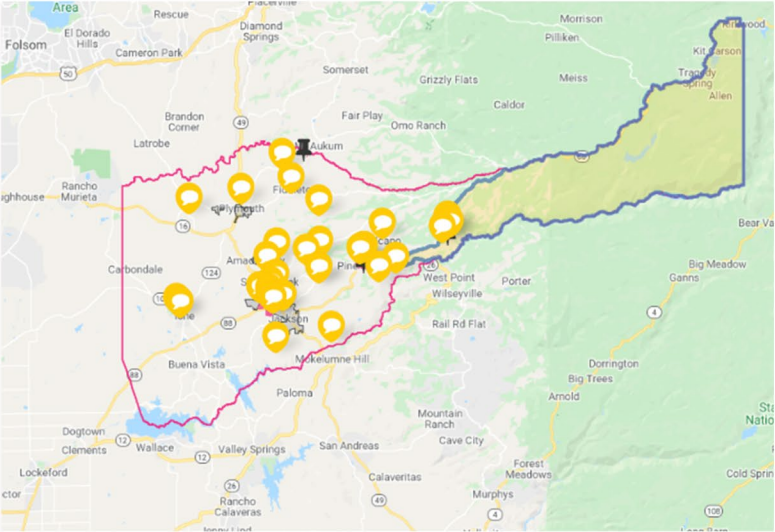
### Amador County Development Opportunities

The County and Cities of Amador County have dedicated a great deal of time to identify priority development areas throughout the county. These sites will be the focus of economic development efforts, infrastructure investment, and business development activities.

There are four principal development areas in the unincorporated portions of Amador County that offer opportunities for industrial and commercial growth. These areas represent the County's greatest opportunity for business and employment growth.

Click the titles on the sidebar to the left and take a moment to learn about these areas and each of the cities' priority development areas.

If you would like to make a comment or ask a question about these development sites, just click on the icon at the top and drag it to the map. A dialogue box will open. Leave your comment or question and click "Add Comment" at the bottom.



The use of the Social Engagement Site was promoted throughout the county using a variety of methods.

## MEDIA

Supervisor Richard Forster and Jamie Armstrong, the Amador County Chamber of Commerce's executive director, participated in radio interviews on two separate occasions—August 28 and September 4, 2020. *Talk on KVCG Radio 1340 AM and 96.5 FM* is broadcast live every Friday from Harrah's Northern California and is simulcast live on Facebook. The show averages 1,000 Facebook views.

## PROMOTIONAL FLYER

The Chamber created an attractive electronic flyer to promote participation. The flyer was designed along the theme of the social engagement website (Figure 4).

## EMAIL CAMPAIGNS

The Amador County Chamber of Commerce has an email database of 754 business and community members. The Chamber sent out the first email blast on Thursday, August 27 at 12:57 PM. This first email had an open rate of 30 percent and a click-through rate of 22 percent. Emails were subsequently sent on Wednesday, September 2, and Monday, September 8.

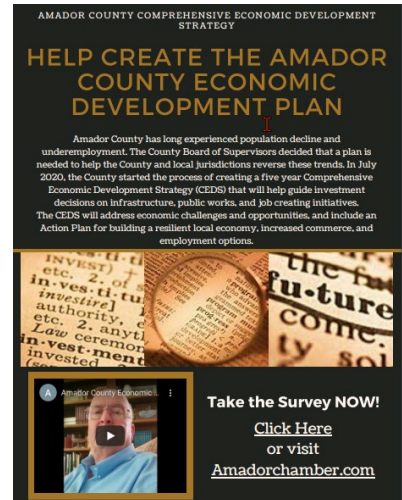


Figure 4. CEDS promotional flyer

## FACEBOOK

The Chamber also posted on its Facebook the flyer and active links to take the surveys, tagging several entities to make the content easy to share. The post reached 76 people.

## WEBSITE

Amador County included a hyperlink on its homepage news section. The Chamber posted the survey information, links, and details on its homepage making it easy for anyone to access.

## PARTNERS

The CEDS flyer and survey details were emailed directly to the Amador Vintners Association and the Amador Council of Tourism to share with their members.



Figure 5. Amador County Chamber of Commerce Homepage

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# Appendix

- A. Technical Report
- B. Public Engagement: Interviews Conducted, Survey Results, Map Comments
- C. Site Visit Tips and Ideal Proposal Outline
- D. Sample Site Profile
- E. Sample Development Fee Spreadsheet
- F. Amador County Board of Supervisors Resolution
- G. Background Reports

# Appendix A

## Technical Report



Amador County, California  
2021-2025 Comprehensive Economic  
Development Strategy  
Technical Report



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## Acronyms Glossary

AAD	Amador Air District
ADA	Americans with Disabilities Act of 1990
ADWF	Average Dry Weather Flow—average water flow that occurs daily during the dry weather season, based on five-year historic average flows
ARSA	Amador Regional Sanitation Authority
AVID	Advancement Via Individual Determination—a nonprofit organization that supplies professional learning for educators to improve college readiness for all students
AWA	Amador Water Agency
AWS	Amador Water System
CARB	California Air Resources Board
CAWP	Central Amador Water Project
CCAP	College and Career Access Pathway—program authorizes California Community Colleges to enter into formal partnership agreements with local school districts to expand access to college courses for high school students
CEDS	Comprehensive Economic Development Strategy
COE	Centers of Excellence—centers study California’s regional economies and support community colleges by supplying customized data on high growth, emerging, and economically-critical industries, and occupations
CRC	Central/Mother Lode Regional Consortium—one of seven regional consortia established by the California Community College Chancellor’s Office to implement the Strong Workforce Initiative, provide leadership in the creation and implementation of career education
CSCCE	Center for the Study of Child Care Employment
CSEDD	Central Sierra Economic Development District—designated by the U.S. Department of Commerce Economic Development Administration to provide coordinated economic development planning
CSU	California State University
CTE	Career Technical Education—a program of study that involves a multiyear sequence of courses that integrates core academics with technical and occupational skills thereby provide students with a pathway to postsecondary education and careers
CWSRF	Clean Water State Revolving Loan Fund—a federal-state program that supplies communities low-cost financing for water quality infrastructure projects
EDA	Economic Development Administration—a bureau of the U.S. Department of Commerce and the only federal agency focused exclusively on economic development; facilitates regional economic development efforts
EDC	Economic Development Corporation—generally a nonprofit organization that focuses on advancing the local or regional economic development
EDD	California Employment Development Department

## Acronyms Glossary

EIFD	Enhanced Infrastructure Financing District—provides funding for infrastructure through tax increment financing (the increase in tax revenues generated by development)
FAIR	Fair Access to Insurance Requirements—an insurance pool established to assure the availability of basic property insurance to people who own insurable property in the State of California and who, beyond their control, have been unable to obtain insurance in the voluntary market
FEMA	Federal Emergency Management Agency
FTB	Franchise Tax Board
GDP / GRP	Gross Domestic Product or Gross Regional Product—the monetary value of all finished goods and services produced in a region during a specific period
HUD	U.S. Department of Housing and Urban Development
JPA	Joint Power Authority—a legally created entity that allows two or more public agencies to jointly exercise common powers
LHMP	Local Hazard Mitigation Plan—communities’ long-term plan to reduce disaster losses and maintain eligibility for certain federal disaster assistance funds
LQ	Location Quotient—an indication of how concentrated an industry, occupation, or other factor is in a region as compared to the nation
MGD	Millions of Gallons per Day
MLJT	Mother Lode Job Training—designated by the U.S. Department of Labor, American Job Centers help with job searches, interview prep, and other skills. MLJT serves four foothill counties Amador, Calaveras, Tuolumne, and Mariposa
NEC	New Employment Tax Credit—state incentive
OJT	On-the-Job Training
PSPS	Public Safety Power Shutoffs—Pacific Gas and Electric’s program for planned power shutdowns during times when high winds, temperatures are high, or other weather factors could damage or overload equipment and cause a major wildfire
RSC	Regional Service Center
SAT	Scholastic Assessment Test
SBA	U.S. Small Business Administration
SBDC	Small Business Development Center—supported by the U.S. Small Business Administration, centers offer business assistance through consulting, training, and other services
SCORE	Service Corps of Retired Executives—a nonprofit organization that supplies free and confidential business mentoring services to prospective and established small-business owners. Counselors are accessed through the Small Business Administration
SF	Square Foot or Square Feet
SR	State Route
STEM and STEAM	Science, Technology, Engineering, [Arts], and Mathematics— refers to a curriculum based on the idea of educating students in these specific disciplines
STEP	State Trade Expansion Program

## Acronyms Glossary

STIP	State Transportation Improvement Program
SWP	Strong Workforce Program—California Community College initiative
TANF	Temporary Assistance for Needy Families—federal program supplying funds and support services to families in need, e.g. childcare assistance, job preparation, and work assistance
TIF	Tax Increment Financing—a tool used by municipal governments to stimulate economic development; used to finance infrastructure projects or other investments using the anticipation of future property tax revenue resulting from new development
TOT	Transient Occupancy Tax—fee or tax levied to overnight visitors via hotels
UC	University of California
USD	Unified School District
USDA	U.S. Department of Agriculture
VAPA	Visual and Performing Arts
WIOA	Workforce Innovation and Opportunity Act—a federal program aimed at improving the public workforce system; helping job seekers, and those with barriers to employment, prepare for the workforce and find quality jobs
WISPS	Wireless Internet Service Providers—unlike an ISP that is wired
WOTC	Work Opportunity Tax Credit—a federal incentive for employers hiring individuals from certain targeted groups who have significant barriers to employment

# Introduction

This Technical Report supplements the Amador County 2021-2026 Comprehensive Economic Development Strategy (CEDS) and provides detailed demographic and economic data in support of the CEDS Strategy document. The demographic, economic, and socioeconomic data and trends were obtained from the following sources.

Access Plus Capital	California State Trade Expansion Program
Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018	California Travel Impacts 2010-2019p. Prepared by Dean Runyan Associates for Visit California
Amador County Finance Department	Cen-Cal Business Finance Group
Amador County Office of Emergency Services	Center of Excellence, California Community Colleges
Amador Regional Sanitation Authority, Wastewater Master Plan Update	Dr. Robert Eyler, PhD
Amador Water Agency	IMPLAN ES202
Bureau of Labor Statistics Industry Employment and Output Projections	Macrotrends.net
California Air Resources Board	Massachusetts Institute of Technology
California and San Joaquin iHub	National Institute of Building Science Multi-Hazard Mitigation Council
California Association of Realtors	Sperling's Best Places
California Central Valley Export Plan, Fresno EDC	U.S. Census Bureau Center for Economic Studies Labor Force
California Department of Education	U.S. Census Bureau of Economic Analysis (BEA)
California Department of Finance	U.S. Census Bureau of Plant Capacity Utilization
California Department of Social Services	U.S. Census Bureau Survey of Plant Capacity Utilization
California EDD, Labor Market Information Division	U.S. Census County Business Patterns
California Health and Human Services	U.S. Department of Commerce Bureau of Economic Analysis
California Office of the Attorney General	US Census Bureau American Community Survey
California Public Utility Commission	

## Geographic Location

Amador County, California is located in the foothills of the Sierra Nevada Mountain Range in the region known as the Mother Lode, or Gold Country. Approximately 45 miles east of Sacramento the county is bordered by El Dorado County on the north, Alpine County on the east, Calaveras County on the south, and Sacramento and San Joaquin Counties on the west.

Amador County's elevation spans from approximately 250 feet in the western portion of the county to over 9,000 feet in the eastern portion of the county, also referred to as upcountry. The county is the fifth-smallest county in California by land area, a total area of 606 square miles. Water bodies in the county include Lake Amador, Lake Camanche, Pardee Reservoir, Bear River Reservoir, Silver Lake, Sutter Creek, Cosumnes River, Mokelumne River, and Lake Tabeaud. The range of elevation, forested lands, lakes, and historical sites draw thousands of visitors to the county each year.



**Figure 1. Amador County's Location in the State of California**

According to the California Department of Finance, the 2020 population of Amador County is estimated at 37,676. There are five incorporated cities in the county with a population of 16,502 and several unincorporated communities.

**City of Lone** (4,200 non-incarcerated population; Mule Creek State Prison has a population of approximately 4,000). The City of Lone is in the western portion of the county at the intersection of SR 104 and 124, and just over two miles north of SR 88. Lone has many landmarks and historical points of interest. Unlike other communities in Amador County, which were founded on gold mining, Lone was an important supply center on the main road to the Mother Lode and Southern Mines during the California Gold Rush.

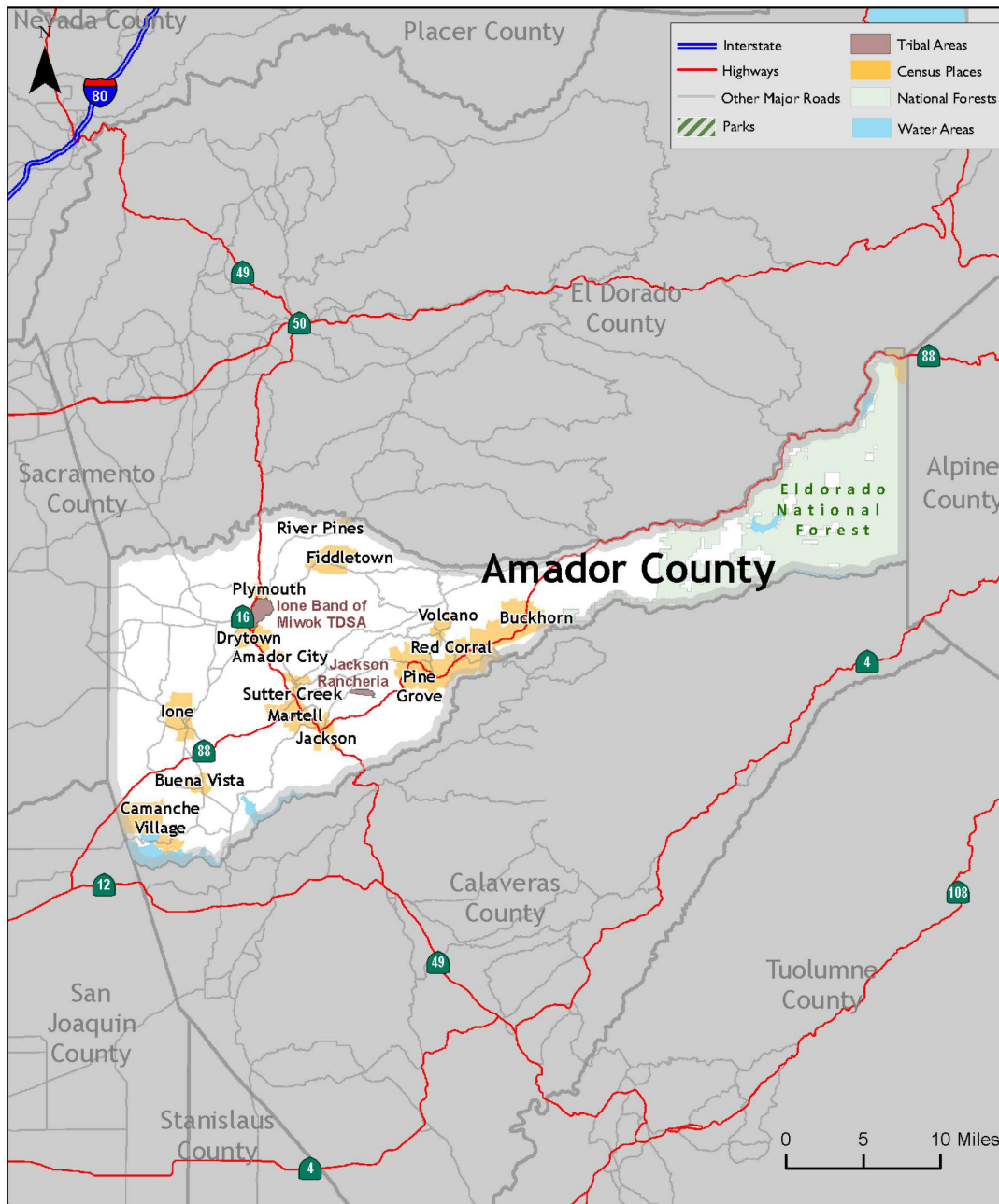
**City of Jackson** (4,860 population) is the county seat and the center of trade and industry in Amador County. The majority of shopping centers and government offices are located in Jackson and the neighboring area of Martell. SR 88 and 49 intersect in Jackson.

**City of Sutter Creek** (2,470 population) is located in central Amador County just north of the intersection of SR 88 and 49. Gold-bearing quartz deposits were discovered here in the 1850s and mining the deposits for gold became the foundation of the local economy. Mining operations continued until 1942 when most gold mines were closed because of World War II and the loss of labor. Today, Sutter Creek is a popular tourist destination offering visitors shops, restaurants, and historical sites.

**City of Plymouth** (998 population), located in northwestern Amador County on Highway 49, was also settled during the Gold Rush. It started as a quartz mining camp around 1852. Today Plymouth is known as the "Gateway to Shenandoah Valley," the wine-producing region of the Sierra foothills.

**Amador City** (166 population) boasts of being “California’s smallest hometown.” According to the U. S. Census Bureau, the city measures just 0.3 square miles. Located just east of Highway 49, the original mining-era buildings now serve residents and visitors as unique shops, restaurants, and hotels.

Several unincorporated areas of the county add to the strong history and recreational opportunities in the county.



**Figure 2. Amador County's Cities, Communities, and Highways**

Source: *Amador County Economic and Demographic Profile, Rural County Representatives of California*

# Demographics

## Population

Amador County's population declined between 2008 and 2014.<sup>1</sup> Since 2014 the county's population has fluctuated between years of incremental growth and decline. Data shows a five-year average annual population growth rate of 0.36 percent. From 2008 to 2017, the number of deaths in Amador County consistently outnumbered the number of births leading to a significant natural decrease in population during that period. Between 2015 and 2016, the majority of Amador County's in-migration came from neighboring counties like Sacramento, Calaveras, and San Joaquin. As with in-migration, the majority of Amador County's out-migration primarily involved neighboring counties. Sacramento County was the destination for the greatest number of out-migrants from Amador County.<sup>2</sup>

## Age

Amador County's population is older with a median age of 51 compared with the state median of 37 years of age. Population growth in every age group has been flat or declining except for those over 65 years, which has been rising. The county's share of residents aged 65 and over is twice that of the state. The median age in Amador County has been at least 15 years older than that of the statewide median for more than five years. The share of youth is consistently below that of the state, with the most significant difference in the 25- to 34-year-old age group (Millennials). The largest proportion of the county's population by age are those aged 65 to 74 years old (16.2 percent) and is increasing. A lower proportional share of youth and a higher proportional share of older residents has implications for the available labor pool and the need for greater social services.

## Race

The vast majority of Amador County residents identify as White alone. Compared to the rest of California, Amador County's Hispanic or Latino population is significantly smaller. Similarly, Amador County's population consists of significantly fewer Asian citizens when compared to the rest of California.

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<sup>1</sup> Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018

<sup>2</sup> Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018



**Figure 3. Amador County Population by Age Group**

Source: US Census Bureau, American Community Survey; 5 Year Estimates, Table DP05

	Amador County					California
	2014	2015	2016	2017	2018	2018
Total Population	37,159	36,995	36,963	37,306	37,829	39.1 M
Under 5 years	3.5%	3.5%	3.8%	3.9%	4.1%	6.3%
5 to 9 years	4.7%	4.5%	4.4%	3.8%	4.1%	6.4%
10 to 14 years	4.5%	4.4%	4.4%	4.8%	4.6%	6.5%
15 to 19 years	5.5%	5.4%	5.3%	5.4%	5.2%	6.6%
20 to 24 years	4.5%	4.7%	4.5%	4.5%	4.0%	7.2%
25 to 34 years	8.9%	9.2%	9.4%	9.2%	9.9%	15.1%
35 to 44 years	11.4%	11.3%	10.8%	10.9%	11.4%	13.2%
45 to 54 years	16.1%	15.5%	15.1%	14.6%	13.5%	13.2%
55 to 59 years	8.8%	8.6%	8.3%	8.2%	7.9%	6.3%
60 to 64 years	9.4%	9.6%	9.4%	9.1%	9.0%	5.6%
65 to 74 years	13.4%	14.0%	15.2%	15.7%	16.2%	7.8%
75 to 84 years	6.7%	6.6%	6.5%	6.6%	6.8%	4.0%
85 yrs and over	2.7%	2.7%	3.0%	3.4%	3.3%	1.8%
Median age (yrs)	49	50	50	51	51	37

**Figure 4. Amador County Population by Race and Ethnicity**

Source: US Census Bureau, American Community Survey; 5 Year Estimates, Table S0601

	Amador County					California
	2014	2015	2016	2017	2018	2018
One Race	96.6%	95.7%	96.2%	95.4%	95.2%	95.2%
White Alone	87.6%	86.0%	85.9%	87.0%	87.2%	60.1%
Black or African American	2.2%	2.4%	2.3%	2.1%	2.1%	5.8%
Am. Indian, Alaska Native	2.0%	1.4%	2.2%	0.8%	0.8%	0.8%
Asian	1.3%	1.5%	1.5%	1.6%	1.3%	14.3%
Native Hawaiian, P.I.	0.2%	0.2%	0.1%	0.2%	0.2%	0.4%
Other / Two or More Races	6.6%	7.7%	7.2%	8.3%	8.4%	18.6%
Hispanic or Latino, any Race	12.7%	12.8%	12.6%	13.2%	13.6%	38.9%
White Alone, not Hispanic <sup>3</sup>	79.9%	79.1%	79.4%	79.3%	78.7%	37.5%

<sup>3</sup> In reporting on Race and Ethnicity, U.S. Census considers race and Hispanic origin (ethnicity) separate and distinct concepts. "Hispanic" refers to a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race. "White" refers to origins in Europe, the Middle East, or North Africa.

# Income and Cost of Living

## PERSONAL INCOME

Total personal income in Amador County fluctuated between 2007-2016, similarly to the rest of California. Overall, once adjusted for inflation, total personal income in Amador County saw very little change between 2007 and 2016.

Only 53.7 percent of Amador County residents’ personal income came from work earnings, compared to California’s 71.6 percent in 2016. A substantially larger percent of Amador County residents’ personal income comes from retirement/disability benefits and medical benefits when compared to the rest of California.<sup>4</sup> Income derived from work earnings typically shows economic growth, as compared with personal income derived from transfer payments (e.g. retirement/disability benefits). Commuter income in Amador County decreased between 2007 and 2016, while throughout the rest of California, commuter income increased by 73.5 percent.<sup>5</sup>

**Figure 5. Personal Income**

*Source: Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018*

Year	Amador County				California
	Nominal Personal Income in Millions of Dollars	1-Year Change	Inflation Adjusted Personal Income in Millions of Dollars (2016)	1-Year Change	1-Year Change
2007	\$1,386	7.0%	\$1,653	7.0%	2.1%
2008	\$1,411	1.8%	\$1,614	-2.4%	-1.8%
2009	\$1,354	-4.1%	\$1,548	-4.1%	-4.1%
2010	\$1,351	-0.2%	\$1,505	-2.8%	0.4%
2011	\$1,423	5.3%	\$1,560	3.6%	5.1%
2012	\$1,463	2.8%	\$1,558	-0.2%	4.1%
2013	\$1,496	2.3%	\$1,568	0.7%	0.5%
2014	\$1,451	-3.0%	\$1,498	-4.5%	3.2%
2015	\$1,547	6.6%	\$1,575	5.1%	7.0%
2016	\$1,600	3.4%	\$1,600	1.6%	3.3%

*Source: U.S. Department of Commerce, Bureau of Economic Analysis*

## EARNINGS

A living wage is the hourly rate that an individual in a household must earn to support themselves and their family. The assumption is the working adult(s) is working full-time (2080 hours per year). The hourly and annual living wages needed for individuals and households with one or two working adults and zero, one, or two children is displayed below.

<sup>4</sup> Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018

<sup>5</sup> Commuter income is income earned by individuals who live within the county but work elsewhere.

Living wages in Amador County, as estimated by the Massachusetts Institute of Technology (MIT), align with other data points that show Amador County is a more affordable place to do business and live in California.

**Figure 6. Living Wages in Amador County**

Source: *Massachusetts Institute of Technology*, (<https://livingwage.mit.edu/>) data as of 1Q2020; annual wages are calculated on working 2,080 hours a year.

	Amador Co.		California	
	Hourly	Annually	Hourly	Annually
1 Adult working/0 children	\$12.57	\$26,146	\$14.99	\$31,179
1 Adult working/1 child	\$26.82	\$55,786	\$31.25	\$65,000
1 Adult working/2 children	\$33.03	\$68,702	\$37.46	\$77,917
2 Adults/1 working/0 children	\$19.55	\$40,664	\$23.28	\$48,422
2 Adults/1 working/1 child	\$24.73	\$51,438	\$29.17	\$60,674
2 Adults/1 working/2 children	\$27.48	\$57,158	\$31.91	\$66,373
2 Adults working /0 children	\$9.77	\$40,643	\$11.64	\$48,422
2 Adults working /1 child	\$14.87	\$61,859	\$17.09	\$71,094
762 Adults working /2 children	\$17.95	\$74,672	\$20.17	\$83,907

**POVERTY RATE**

Between 2014 and 2018, Amador County’s per capita and median household income consistently remained less than that of the rest of California. The poverty rate in Amador County has been improving every year since 2014 and at a rate faster than the state.

**Figure 7. Income and Poverty Rate**

Source: *US Census Bureau, American Community Survey, Table DP03: Selected Economic Characteristics*

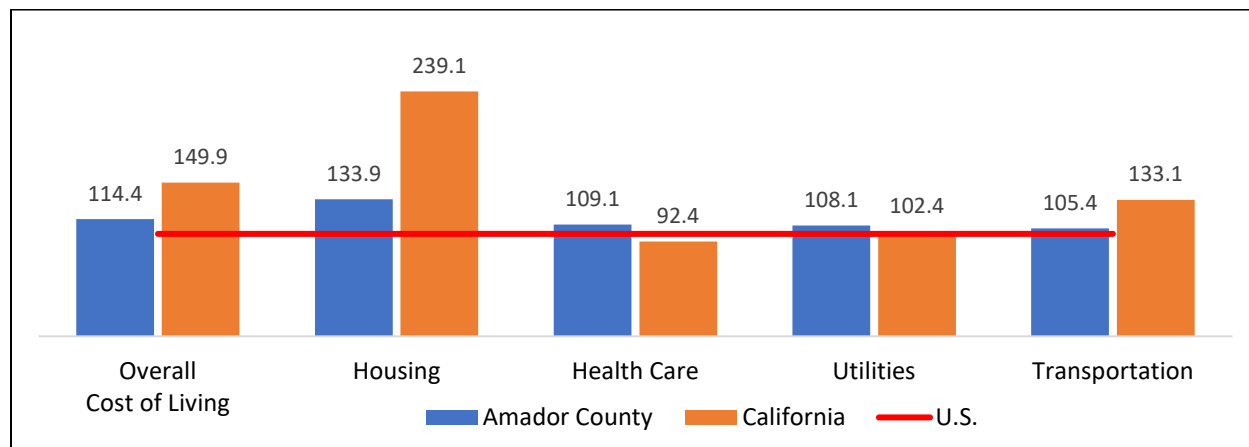
Year	MEDIAN HOUSEHOLD INCOME		PER CAPITA INCOME		POVERTY RATE	
	Amador Co.	California	Amador Co.	California	Amador Co.	California
2014	\$52,964	\$61,489	\$27,373	\$29,906	13.0%	16.4%
2015	\$54,171	\$61,818	\$27,473	\$30,318	12.8%	16.3%
2016	\$57,032	\$67,739	\$27,496	\$33,389	11.2%	14.3%
2017	\$60,636	\$71,805	\$29,628	\$35,046	10.6%	13.3%
2018	\$61,198	\$71,228	\$30,100	\$35,021	9.7%	14.3%

**COST OF LIVING**

Cost of living indices are based on a U.S. average of 100.

The chart below presents the cost of living in Amador County compared to the State of California and the nation. The Index of 114.4 means that it is 114 percent more expensive to live in Amador County relative

to the U.S. average. As expected, the cost of living in Amador County is below that of the state except for health care and utilities which is typical of most rural areas. Housing is the highest cost of living factor in both Amador County and the state.



**Figure 8. Cost of Living**

Source: Sperring's Best Places, ([www.bestplaces.net](http://www.bestplaces.net)) July 2020

### TANF-CALWORKS<sup>6</sup>

Data on the number of families that qualify for economic assistance through CalWORKs and other benefit programs contribute to an understanding of the overall level of economic hardship in the county. Families experiencing enough economic difficulty to qualify for CalWORKs may not be below official poverty thresholds, and therefore not counted in official poverty rate statistics.

The number of TANF/CalWORKs recipients in Amador County decreased from 1.8 percent to 1.5 percent between 2016 and 2019. The number of recipients in the county tracks closely with the state, which fluctuated between 1.5 percent and 1.6 percent.

**Figure 9. TANF-CalWORKS Recipients**

Source: California Department of Social Services Data Portal, data updated 4/2020, and 7/2020. Source of Population: California Department of Finance. Total population data do not include incarcerated individuals unless otherwise noted.

Year	Amador County		California
	Average Number Recipients	Percent of Population	Percent of Population
2016	653	1.8%	1.5%
2017	620	1.6%	1.6%
2018	554	1.4%	1.5%
2019	562	1.5%	1.6%

<sup>6</sup> TANF (Temporary Assistance for Needy Families) and CalWORKS are programs providing support to needy families.

## MEDI-CAL BENEFICIARIES

Data on Medi-Cal program recipients helps determine the need for medical assistance. Similar to CalWORKs data, this information can provide insight into general economic hardship in an area by identifying needy individuals and families who may not be included in the official poverty rate.

A significant increase in the number of Medi-Cal beneficiaries in 2014 correlates with the first year of enrollment for health care benefits under the Affordable Care Act. Most counties across the nation realized similar increases. Since that time, the number of recipients in Amador County went from a high of 8,300 recipients in 2016 to 6,985 in 2018. The most recent data (Figure 10) show that the percentage of the county's population receiving Medi-Cal benefits is nearly half of the state as a whole.

**Figure 10. Medi-Cal Beneficiaries**

*Source: California Health and Human Services Program Dashboard; Population Estimates from the California Department of Finance.*

Year	Amador County		California
	Number of Beneficiaries	Percent of Population	Percent of Population
2015	7,980	18.5%	32.8%
2016	8,343	19.3%	34.5%
2017	7,082	18.9%	33.7%
2018	6,985	18.3%	32.9%

## SCHOOL FREE AND REDUCED MEAL PROGRAM

The share of Amador County students receiving free and reduced meals is substantially less than the statewide share and is going down steadily. This is another socioeconomic factor that aligns with the fact that the poverty rate is also declining in Amador County (Figure 11).

**Figure 11. Free and Reduced Meals Recipients**

*Source: California Department of Education, Dataquest*

Year	Amador County			California
	Number of Beneficiaries	Total Enrollment	Percent of Students	Percent of Students
2015-16	2,015	4,060	49.6%	58.9%
2016-17	1,810	4,086	44.3%	58.1%
2017-18	1,922	4,147	46.3%	60.1%
2018-19	1,748	4,155	42.1%	59.4%
2019-20	1,664	4,166	39.9%	59.3%

# Education and Talent Supply

## Educational Attainment

Educational attainment is a general indicator of the workforce skill level of an area. A higher educated population is more likely to be employed and at jobs paying living wages. The skill level of a resident workforce is a critical factor for businesses to consider when deciding where to locate a new or expanding operation. A skilled and educated labor pool is also important to entrepreneurs and knowledge-based businesses.

Amador County consistently has about 30 percent of adults who have completed or are enrolled in college but have yet to attain a degree. The number of Amador County residents with bachelor, graduate, or professional degrees has remained steady since 2014; dropping slightly in 2018. The educational attainment of the workforce age group (25 to 64 years) lags that of the state.

The graduation rate in Amador County is keeping up with the rest of California and about half of the graduates are college-bound (Figure 13). However, the declining share of the population with four-year degrees indicates that these college-bound students may not be completing their studies. Data also show that students in the county do not perform as well on state-mandated assessment tests (Figure 14).<sup>7</sup> This along with the fact that students are not completing their studies may indicate that they are not sufficiently prepared for college-level courses.

**Figure 12. Educational Attainment**

Source: US Census Bureau, American Community Survey; 5-Year Estimates, Table: S1501

	Amador County					California
	2014	2015	2016	2017	2018	2018
Population over 25 yrs	28,733	28,676	28,746	28,953	29,520	26.2 M
Less than High School	11.7%	11.6%	11.7%	10.3%	9.7%	17.0%
High School or Equivalency	27.5%	27.0%	26.8%	27.1%	28.7%	20.6%
Some College	31.0%	30.9%	31.2%	30.1%	29.6%	21.3%
Associate degree	9.4%	9.2%	8.9%	10.5%	11.7%	7.8%
Bachelor’s Degree	14.3%	14.7%	14.7%	14.8%	13.2%	20.8%
Graduate or Professional	6.2%	6.6%	6.9%	7.3%	7.1%	12.5%
Population age 25-34 years with a bachelor or higher degree					21.6%	36.0%
Population age 45-64 years with a bachelor or higher degree					22.2%	30.9%

<sup>7</sup> On January 1, 2014, the California Assessment of Student Performance and Progress (CAASPP) System was established and replaced the Standardized Testing and Reporting (STAR) Program which students in grades 3 through 8, and grade 11 are tested for English Language Arts / Literacy (ELA) and mathematics.

**Figure 13. Educational Performance**

Source: California Department of Education, School Dashboard

	Amador County (2 High Schools)			California
	2017-18	2018-19	2019-20	2018-19
Total Enrolled	4,147	4,155	4,166	6.2 M
Graduates	356	269	n/a	3.6 M
Graduation Rate	88.5%	87.9%	n/a	84.5%
College Bound <sup>8</sup>	47.2%	n/a	n/a	n/a

**Figure 14. Student Performance on State Assessment Tests**

Source: California Department of Education, California Assessment of Student Performance and Progress

	Amador County			California
	2016-17	2017-18	2018-19	2018-19
Met or Exceed Standard:				
English Language Arts (ELA)	46.0%	44.8%	47.3%	51.1%
Mathematics	31.5%	29.2%	31.6%	39.7%

Amador County consistently maintained a lower percentage of high school dropouts than the rest of California, except for the 2010-2011 school year when Amador County’s dropout rate spiked at 18.5 percent. In the period spanning 2006-2016, Amador County saw its lowest high school dropout rate of only 1.5 percent in 2009. The high school dropout rate is an indicator of the capacity of the school system to provide youth with a basic level of education and workforce training. Employers, especially those that offer higher wages, typically require a minimum of a high school degree or equivalent.

**Figure 15. High School Drop Out Rate**

Source: Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018

Year	Number of dropouts	1-year dropout rate	CA 1-year dropout rate
2006-07	95	4.4%	5.5%
2007-08	81	3.9%	4.9%
2008-09	29	1.5%	5.7%
2009-10	37	2.3%	4.6%
2010-11	282	18.5%	4.2%
2011-12	56	3.8%	4.0%
2012-13	55	3.9%	3.9%
2013-14	32	2.3%	3.1%
2014-15	31	2.3%	2.8%
2015-16	22	1.7%	2.6%

Source: California Department of Education

<sup>8</sup> Enrolled in college within 12 to 16 months of completing High School.

The percentage of Amador County graduates eligible for the University of California (UC) or the California State University (CSU) systems increased substantially during the 2008-09 school year but has consistently been less than the percentage of eligible graduates statewide.<sup>9</sup> The percent of graduates eligible for the UC or CSU systems is an indicator of how well the school system is preparing its students for higher-wage employment. A college education is generally correlated with higher earnings from employment.

**Figure 16. Graduates Eligible for UC or CSU System**  
*Source: Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018*

Year	County Graduates		CA Graduates
	Number	Amador County	California
2006-07	61	13.7%	35.5%
2007-08	72	18.2%	33.9%
2008-09	89	26.7%	35.3%
2009-10	95	25.2%	36.3%
2010-11	87	24.0%	40.3%
2011-12	83	25.3%	38.3%
2012-13	67	22.2%	39.4%
2013-14	84	26.0%	39.1%
2014-15	67	23.1%	43.4%
2015-16	73	26.5%	45.4%

*Source: California Department of Education*

The average Scholastic Assessment Test (SAT) scores in Amador County fluctuated but experienced a slight overall decrease between 2006 and 2015. SAT scores in Amador County have consistently been above the statewide average. During this same period, the percent of Amador County students who took the SAT increased by 7.8 percent, with the most significant proportional increases taking place in the 2010-2011

**Figure 17. Average SAT Scores\* (out of 2,400), Amador County**  
*Source: Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018*

Year	Amador County		California	
	Percent of Students who took SAT	Average SAT Scores	Percent of Students who took SAT	Average SAT Scores
2006-07	19.2%	1,555	36.9%	1,497
2007-08	19.6%	1,543	35.9%	1,500
2008-09	21.6%	1,594	34.7%	1,502
2009-10	21.2%	1,589	33.3%	1,521
2010-11	25.1%	1,547	37.9%	1,502
2011-12	24.9%	1,576	39.3%	1,492
2012-13	24.7%	1,521	40.4%	1,489
2013-14	25.7%	1,566	41.1%	1,487
2014-15	29.1%	1,542	42.4%	1,473
2015-16*	27.0%	1,569	43.5%	1,455

*Source: California Department of Education*  
*\*In newly released 2016 data, the method used to calculate average SAT scores has changed, and therefore is not directly comparable to previous year's data.*

<sup>9</sup> Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018

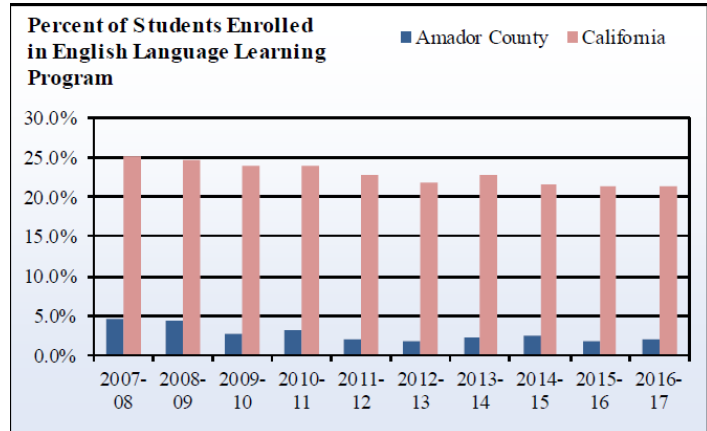


and 2014-2015 school years.<sup>10</sup> Despite these increases, consistently fewer Amador County students took the SAT when compared to the statewide average.<sup>11</sup>

English Language Learner (ELL) enrollment in Amador County fluctuated and ultimately declined, dropping from 216 enrolled ELL students in 2007 to only 83 in 2017. Between 2007 and 2017, the percentage of Amador County students enrolled in ELL programs was consistently around 20 percent lower than the California average.<sup>12</sup>

**Figure 18. Percent of Students Enrolled in English Language Learning Program**

Source: Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018



## Learning in Amador County

### PRIMARY EDUCATION

Amador County public schools consist of the Amador County Unified School District (Amador County USD) and the Amador County Office of Education. Amador County USD offers a variety of programs including a STEM<sup>13</sup> magnet school, a Visual and Performing Arts (VAPA) magnet school, state preschool, career technical education, adult education, a variety of special education services, as well as traditional programs. Amador County USD serves about 4,000 P-12 and adult students.

### HIGH SCHOOLS

- Amador High School, located in Sutter Creek, is one of two high schools in Amador County and serves about 700 students in grades 9-12
- Argonaut High School, located in Jackson, serves about 600 students.

<sup>10</sup> Unlike the state-mandated CAASPP tests which all students take, SAT testing is a choice, taken by students interested in pursuing higher education.

<sup>11</sup> Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018

<sup>12</sup> Amador County Economic and Demographic Profile, Rural County Representatives of California, 2018

<sup>13</sup> Science, Technology, Engineering and Mathematics; STEM refers to a curriculum based on the idea of educating students in these four specific disciplines.

## **EDUCATIONAL OPTIONS/ALTERNATIVE SCHOOLS**

- North Star Independent Study School
- Independence Continuation High School
- Amador County Community School (Amador County Office of Education)

## **JUNIOR HIGH SCHOOLS**

- Lone Junior High School
- Jackson Junior High School

## **ELEMENTARY SCHOOLS**

- Lone Elementary
- Jackson Elementary
- Plymouth Elementary
- Sutter Creek Primary and Secondary
- Pine Grove STEM Magnet school serves students in transitional kindergarten through sixth grade. Students learn about how science, technology, engineering, and math are involved in everyday lives through hands-on learning and exploration. Teachers integrate STEM into classrooms by supplementing the curriculum with theme-based STEM units.
- Pioneer VAPA Magnet School serves students in transitional kindergarten through sixth grade. Academic learning focuses on artistic literacy, innovation, creativity, and excellence in the arts.

## **STATE PRESCHOOLS**

Amador County State Preschool Program is a state-subsidized half-day program at four sites in the county (lone, Jackson, Plymouth, and Pioneer). The preschools are currently incorporating the STEAM curriculum model into lessons to prepare students for a successful kindergarten and elementary school future.<sup>14</sup>

## **AMADOR ADULT EDUCATION**

The adult education program provides high school diploma and equivalency, English Language Learning, and Certified Nursing Assistant (CNA) certification training.

## **FACILITIES**

Many of Amador County USD's facilities and infrastructure are old and in need of repair. In 2018, Amador County USD tried to pass a bond measure that would have financed many of the needed upgrades, but the bond measure failed by a narrow margin. Amador USD is considering the introduction of a new bond measure in 2022.

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<sup>14</sup> STEAM: Science, Technology, Engineering, Arts, and Mathematics

## **ACADEMICS**

Amador County USD is a member of AVID (Advancement Via Individual Determination). AVID is a nonprofit that helps schools shift to a more equitable, student-centered approach to close the opportunity gap in college graduation rates among diverse and underrepresented demographic groups and by providing scaffolded support that educators and students need to encourage college and career readiness and success. AVID was implemented and supported for the past three years at Jackson and Lone Junior High Schools and the past year at Amador and Argonaut High Schools, significantly increasing the success of students.

Amador County USD implemented all on-line learning beginning in fall 2020 due to COVID-19. All students are loaned a device (if needed), a hotspot, and router (if needed) to access the internet. To date, over 800 hotspots and routers have been loaned as well as over 2,000 devices (Chromebooks). Many of the Amador County USD instructors are teaching remotely from the classroom. According to Amador County USD, 98 percent of the students are engaged with online learning and they are working on the remaining two percent. In the interim, these students receive hard-copy documents and assignments.

## **CAREER TECHNICAL EDUCATION**

Amador County USD has an aggressive Career and Technical Education (CTE) pathways program including:

- CTE Pathways at Argonaut High: Agricultural and Natural Resources, Hospitality, Tourism and Recreation, Information and Communication Technologies, and Manufacturing and Product Development
- CTE Pathways at Amador High: Agricultural and Natural Resources, Hospitality, Tourism and Recreation, Media Arts, and Entertainment
- CTE Pathways at Independence High: Media Arts and Entertainment, and Information and Communication Technologies

## **POST SECONDARY EDUCATION**

### ***The San Joaquin Delta Community College District***

San Joaquin Delta College, located in Stockton, serves Amador County, however, the college does not have a physical campus in Amador County. Delta College offers a dual enrollment program, however, Amador County USD does not participate. Amador County USD, at Amador High School, does participate in Delta's CTE Transitions program that provides a planned sequence of study in a career technical field and the opportunity to earn college credit while still in high school.

### ***Columbia College***

Columbia College, located in Sonora, offers a College and Career Access Pathway (CCAP) program. Amador County USD partners with Columbia College to offer the CCAP program to grades 9 to 12 at both Amador and Argonaut High Schools. The CCAP program was made possible by Assembly Bill 288 and authorizes California Community Colleges to enter into formal partnership agreements with local school districts to expand access to college courses for high school students. The benefits of offering college courses to high school students during the regular school day include accelerated learning, building career pathways,

promoting accountability for student learning, and providing course credits for those going planning to enter the UC/CSU system.

The district partnered with Columbia College in the 2019-20 school year to offer the CCAP program to students. About 25 students enrolled in CCAP the initial year, and over 60 enrolled for the 2020-21 school year, with many students engaged in the fire science, culinary, and health care career pathways. Due to COVID-19, the 2020-21 program was canceled. As an alternative, all Amador County USD qualified students can dual-enroll with Columbia, earning both high school and college credit.

Columbia College also offers video broadcast classes at the Amador Economic Prosperity Center in Sutter Creek. A video broadcast class is two classes linked together. One class meets on campus and the other meets in the Amador Economic Prosperity Center. The on-campus class is broadcast to Amador County using videoconference technology, providing for an interactive learning environment with live instruction and peer-to-peer contact in both locations.

### ***Amador College Connect***

Amador College Connect is a free local resource center that connects people to online college classes and careers. Hands-on technical assistance with financial aid forms, applications and tutoring is available. Through partnerships with four colleges and universities, Amador College Connect makes it possible for students to enroll and earn certificates, associate, and bachelor's degrees without leaving the county. Affiliated colleges/universities include:

- Arizona State University offers a full catalog of online course offerings leading to a four-year degree.
- Columbia College offers several online degree program options leading to a 2-year degree or apprenticeship. Additionally, Columbia College partners with Jackson Rancheria Casino Resort and Amador College Connect to offer a Hospitality Management Apprenticeship program to casino employees. Columbia College also partners with First 5 Amador, Amador College Connect, and area childcare agencies to offer a Child Development Apprenticeship program.
- Coastline College, Foothill College, and John Hancock College offer a variety of career options leading to Certificates of Completion.

## **EDUCATION/TRAINING/WORKFORCE PARTNERSHIPS**

### ***Mother Lode Job Training***

Mother Lode Job Training (MLJT) serves four foothill counties with four job centers (Amador, Calaveras, Tuolumne, and Mariposa). The region encompasses 5,280 square miles, 154,443 residents, 8,000 businesses, and a workforce of 64,424. The Amador County office is located in the Amador Economic Prosperity Center in Sutter Creek. MLJT shares this office with the Amador County Chamber of Commerce, College Connect, and Columbia College. Local staff includes a center manager, resource specialist, and a job developer. Business services include pre-employment assessments, employee recruitment, internships, work experience, on-the-job training, incumbent worker training, downsizing and layoff assistance, and labor market information. From October 2017 to September 2020, MLJT helped 505 Amador County employers access these services.

Worker and job seeker services include job search, assessment, soft skills training and coaching, training scholarships, and labor market information to identify in-demand and high growth occupations. From October 2017 to September 2020, MLJT helped 996 job seekers access these services.

**Central Mother Lode Regional Consortium (CRC)**

The Central/Mother Lode Regional Consortium (CRC) is one of seven community college regions established by the California Community College Chancellor’s Office to create and implement career and technical education programs. The CRC works with community colleges to advance initiatives including *Vision for Success*, the *Strong Workforce Programs (SWP)*, and *Guided Pathways* on behalf of the Chancellor’s Office. The CRC serves as a connection between the colleges, and the region’s industries, adult education, workforce development, K-12, and community stakeholders to develop a skilled workforce. The CRC region is one of the largest in California consisting of 15 counties, 14 community colleges, and eight community college districts, including Amador County.

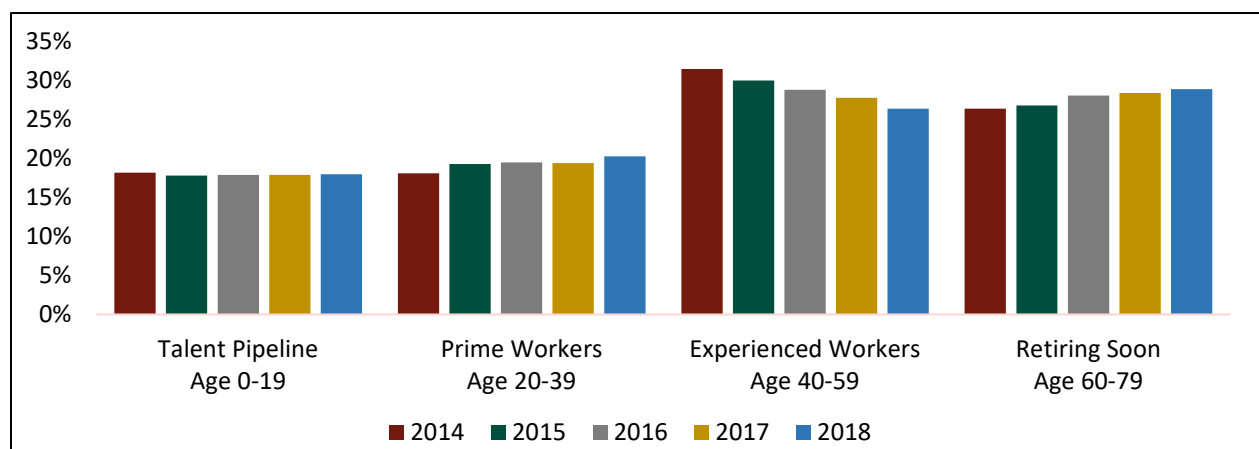
The CRC and partners are developing integrated programs such as career pathways that lead to industry-recognized credentials. The industry-recognized credentials would be stackable and portable statewide. The developing career pathways and stackable credentials will provide opportunities for the low-wage, low-skill workforce to move into the middle-wage, middle-skill occupations. This is in line with the State of California's vision to produce a million new credentials and double the number of apprenticeships by 2027 and meet the needs of business and industry within the Mother Lode region.

## Talent Pipeline

Another important factor that businesses look at is a community’s talent pipeline. The Amador County Talent Pipeline—the source of the future workforce—is flat. There is no growth in the 0-19 age group and very little growth in the 20-39 age group to replace aging workers. Amador County is losing Experienced Workers (ages 40-59) and the Retiring Soon age group (ages 60-79) is growing. Economists predict that

**Figure 19. Growth / Decline of Talent Pipeline as Share of Population**

Source: US Census Bureau, American Community Survey, Table S0101



because of COVID-19 these last two age groups may be drastically impacted further as many people may begin to consider an early retirement rather than wait to see if their job is safe.<sup>15</sup>

## Skills Gaps and Projections

In August 2019, the Central Valley/Mother Lode Center of Excellence (COE) conducted a labor market analysis focused on the Central/Mother Lode Region's<sup>16</sup> workforce supply and demand for twelve (12) regional sector targets.<sup>17</sup> These sector targets were identified in 2016 by the California Community College Chancellor's Office as the priority industries for career technical education.

- Agriculture, Water, and Environmental Technologies
- Advanced Manufacturing
- Business & Entrepreneurship
- Energy, Construction, and Utilities
- Education
- Global Trade
- Health Care
- ICT/Digital Media
- Logistics
- Mechanics and Welding
- Protective Services
- Retail, Hospitality, Tourism & Entertainment

Several of these sectors are Amador County targets as well (agriculture, tourism, health care, construction, education, business, retail, hospitality, tourism). The study examined labor market demand and postsecondary supply for the Mother Lode region on the 12 industry sectors. Employment and five-year labor market projections for occupations in each industry were collected to shed light on where jobs are now and where they will be in the future. Wages were also gathered to identify jobs that are in demand and that pay living wage or higher wages. Postsecondary supply was analyzed to determine which industries could be facing a workforce shortage in the near future.

The five-year market analysis by COE shows businesses in the region with the greatest workforce demand from 2019 to 2024 are:

- The business sector has the largest number of annual job openings (570)
- Retail, hospitality, tourism, and entertainment (502 openings)
- Energy, construction, and utility sector (434 openings)
- Health care sector (320 openings)
- Public safety sector (277 openings)

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<sup>15</sup> Robert Eyler, PhD Sonoma State University. "Outside the Box" by Kerry Hannon, CNBC, August 6, 2020. "Older Workers May be Retiring Early Because of the Coronavirus" by Patrick Kiger, AARP.org, July 23, 2020

<sup>16</sup> Alpine, Amador, Calaveras, Tuolumne, Mariposa Counties

<sup>17</sup> <http://coeccc.net/Search.aspx?id=2737>

Occupations with the most projected job openings anticipated in the region from 2019 to 2024 are:

- Office Clerks, General (128 annual openings)
- Cooks, Restaurant (104 annual openings)
- Correctional Officers and Jailers (99 annual openings)
- Bookkeeping, Accounting, and Auditing Clerks (89 annual openings)
- Secretaries and Administrative Assistants Except Legal, Medical, and Executive, (89 annual openings)
- Maintenance and Repair Workers, General (89 annual openings)

## **HISTORIC DEMAND**

Historic job posting analytics for identified industry targets in Amador County from May 2019 to July 2020 show similar demand trends locally.<sup>18</sup>

- The health and social assistance sector had the largest number of job postings (711) and the highest median advertised salary (\$73,600); the top business locations posting openings were Jackson, Lone, and Sutter Creek.
- The accommodations, food service, arts, entertainment, and recreation sectors had 465 job postings with a median advertised salary of \$36,000; the top business locations posting openings were Jackson and Lone.
- The manufacturing sector had 138 job postings with a median advertised salary of \$70,000; the top business locations posting openings were Plymouth, Lone, and Jackson.
- The construction sector had 112 job postings; the top business locations posting openings were Lone and Jackson (advertised median salary not available).
- The agriculture, forestry, hunting, fishing, utilities, and mining sectors had 21 job posting; the top business locations posting openings were Pioneer, Sutter Creek and Jackson (advertised median salary not available).

## **SUPPLY**

The data below presents the CTE student enrollment at Columbia Community College, the college that serves Amador County and the Mother Lode Region. From the data available, it is not possible to determine how many of these students are Amador County residents but it does reflect the potential pool of qualified applicants for Amador County employers.

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<sup>18</sup> Emsi Q3 2020 Job Posting Analytical Reports provided by Mother Lode Job Training

**Figure 20. Columbia College Enrollments in CTE Programs of Study**

Source: California Community Colleges LaunchBoard. [www.calpassplus.org/LaunchBoard](http://www.calpassplus.org/LaunchBoard)

	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
Total CTE Enrollment	1,816	1,741	1,676	1,682
Advanced Manufacturing	55	38	53	63
Agriculture	289	259	225	219
Business & Entrepreneurship	291	355	366	372
Energy & Construction	n/a	n/a	n/a	16
Health	341	322	321	363
Information Technology	506	428	390	412
Public Safety	291	218	173	205
Reail & Hospitality	84	131	106	128
Transportation & Logistics	65	77	84	60



# Economic Development and Job Creation

**Traded Sector** consists of businesses that provide goods and services to customers outside of the region; they export goods and import dollars; e.g. manufacturing and processing.

**Population Driven** businesses provide goods and personal services to residents; primarily retail but also include medical care and construction.

**Visitor Market** businesses that attract or serve visitors to the community; e.g. lodging, and destination attractions.

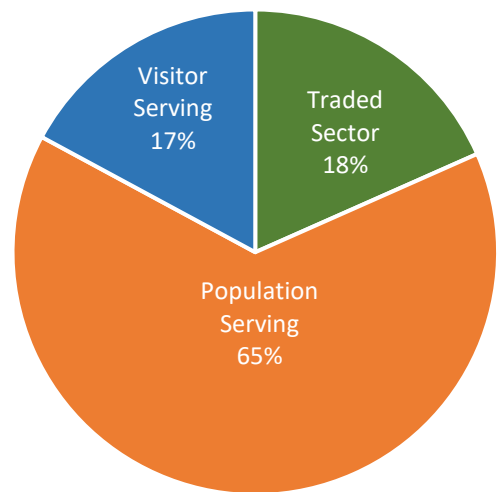
Many businesses are a hybrid of population and visitor-serving. They provide goods and services to locals and those who are traveling through Amador County to other destinations; e.g. restaurants, service stations.



Amador County’s economy, like others, depends on a balance of all three sectors. The importance of the traded sector versus population-serving businesses is that the traded sector tends to offer higher wages which enable employees to increase spending on household items and adds to disposable income. Further, when traded sector businesses can purchase goods and services locally (raw materials, use local machine shops, etc.) this supports additional hiring by local vendors.

A strong economy is balanced with employment and revenue generation from all three of these economic sectors. Amador County’s economy is heavy on the retail and service industries—82 percent of the employment in Amador County is in the population-driven and visitor markets.

The population- and visitor-serving businesses have been among the hardest-hit during the COVID-19 pandemic. Economists predict they will be among the last to recover. Diversifying the economy to include a greater share of traded sector businesses will improve the stability and resilience of Amador County’s overall economy.



**Figure 21. Share of Amador County’s Employment by Industry Sector**

## Industry Performance

This section presents the performance of Amador County’s target industries—employment and output historically, national expectations for growth, and the concentration of employment in Amador County. Data tables that provide statistical evidence of the performance and suitability of these industries for Amador County are described below and located at the end of this document (Supplemental Information).<sup>19</sup>

**Growth Industries in Amador County**—shows non-retail industries that have added 15 or more jobs in Amador County in the past eight years and are growing faster than the U.S. average (2010-2018) for that industry.

**National High-Growth Industries**—shows industries with projected positive growth in employment and/or output nationally; these industries are compared to Amador County’s 2010-2018 growth, current employment, number of establishments, and average wage.

**Key Economic Base Components in Amador County**—includes the industries in Amador County with 50 or more employees in 2018 (exclusive of retail, wholesale, and personal services); the employment growth from 2010 to 2018, number of firms, average wages, and location quotient.

**Amador County Share of State Employment by Industry Sector**—compares the number of firms and jobs in the State of California and Amador County for each industry.

**Basic Industries in Amador County with High Location Quotients**—presents the industries in Amador County with a location quotient (LQ) of 1.5 or greater and employment of 15 or more in 2018. A location quotient is an evaluation of how concentrated a particular industry is within the county as compared to the nation, state, or region.

## Amador County Target Industries

The following industries are targeted for attraction, startup, expansion, and retention in Amador County and align with the regional marketing and workforce development groups’ industry focus—Central Sierra Economic Development District and the Mother Lode Workforce Development Board and Job Training.

- Manufacturing
- Agriculture and Support Services
- Natural Resources (biomass, forest products, and management, mining)
- Health Care
- Hospitality (tourism)
- Information Technology
- Construction

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<sup>19</sup> Unless otherwise noted the industry data referenced in this section is from the data tables located at the end of this document. The sources of data are IMPLAN ES202 data, Bureau of Labor Statistics Industry Employment and Output Projections, October 2019; Census Bureau Survey of Plant Capacity Utilization, Q1 2020.

## **MANUFACTURING**

Nationally, manufacturing jobs have declined over the past decades, but it is still a critical industry. Manufacturing continues to be the major component of national and local GDP (gross domestic product). Its impact on local economies is higher than in other industries and it typically provides higher paying and higher-skilled jobs.

There are about 50 manufacturing firms located in Amador County. Manufacturing jobs in the county grew by just 19 percent from 2010 to 2018 (614 jobs to 728 jobs which accounts for a net of 114 jobs). Overall the projected national ten-year growth (2018 to 2028) in the manufacturing sectors continues to be negative (-0.5 percent) but the output is projected to grow by 1.6 percent.

In Amador County, the manufacturing industry supports other important industries—agriculture, wineries and breweries, and mining. The agriculture industry sector depends on and crosses-over to manufacturing (food processing, packaging, etc.). Wine and breweries accounted for over 300 jobs in the county. Nationally, employment growth in these sectors is low but positive, unlike other manufacturing sectors.

Explosives manufacturing in Amador County employs about 150 and realized a net increase of 33 jobs (2010 to 2018). Nationally job growth in this sector is expected to decline slightly between 2018 and 2028. However, this has been a successful export industry in Amador County and it is important to continue to support this industry.

## **AGRICULTURE AND SUPPORT BUSINESSES**

This industry group includes agricultural operations and support activities (professional services) and can include cross-over to manufacturing (e.g. packaging, processing, and analytical instruments). Amador County has a long history with agriculture and is seeing success with the emerging wine growers, vintners, and breweries. Though not as well known as the Napa or Sonoma Valley, the Shenandoah Valley in Amador County is gaining popularity and recognition which is helping support agriculture and tourism employment.

Agriculture industries registering local employment growth from 2010 to 2018 include ranching, poultry, and egg production. Nationally, employment in these industries is expected to decline over the next ten years. Local employment in the support activities for the crop production industry sector grew by 21 percent from 2010 to 2018 and has positive growth projections nationally. Agriculture and related industries show a mixed performance, yet netted 178 new jobs over the past 10 years. National employment growth projections are low or negative but output growth over the next 10 years is positive. Wages in these industries can be low but there are also some very technical and highly-skilled occupations; e.g. entomological services, disease and insect control, aerial crop dusting, orchard trees and vines surgery and transplanting.

## **NATURAL RESOURCES**

Amador County was founded on the mining industry, primarily gold. Mining has remained an essential part of the county's economy. Although the industry does not record a large number of jobs, employment

has seen an annual average growth of 45 percent over the past ten years (from 12 jobs to 66 jobs). Projected future growth in gold mining and crushed and broken stone mining is low but positive. The average annual wages paid in these two industries (\$60,000 to \$71,000) are among the highest. Gold ore mining and has a location quotient of 8 relative to the State of California, and 77.6 relative to the nation. There are other mining operations in the county but employment is small, declining, and the national location quotients are much lower than the LQ for gold.<sup>20</sup>

A risk for the Amador County economy is that there are few employers in the mining industry and traditionally gold and other mineral trading prices are volatile.

**Figure 22. 10-Year Historical Data for Real (inflation-adjusted) Gold Prices (per ounce)**

*Source: [www.macrotrends.net/1333/historical-gold-prices-100-year-chart](http://www.macrotrends.net/1333/historical-gold-prices-100-year-chart)*



## HEALTH CARE

The healthcare sector is a significant employer in Amador County and the region. With the large aging baby boomer population and medical advancements enabling many people to live longer and have more active lives, this industry sector and its related occupations will continue to be an important and growing industry sector for many years to come. Included in this industry sector are hospitals, outpatient care centers, medical and diagnostic labs, physician offices, nursing and residential care centers, home health, and other care services.

Nationally, job growth in all sectors of health care is positive and ranges from 0.6 percent to as much as 6.7 percent (HMO Medical Centers). Total employment in the health care industry declined in Amador

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<sup>20</sup> A Location Quotient (LQ) is an indication of how concentrated an industry (occupation) or other factor is in a region as compared to the nation. It helps reveal what makes a region unique. An Industry LQ is calculated by comparing the industry's share of *regional* employment with its share of national *national* employment.

County between 2010 and 2018 by a net of 76 jobs (1,095 to 1,019). However, Amador County did experience job growth in medical centers, home health care, and residential facilities, all of which also have national employment growth projections of about 4 percent between 2018 and 2028.

There are some unique obstacles faced by health care providers in rural areas, for example:

- Rural populations are generally older and the elderly have more chronic conditions that require more services and/or more specialized services
- The ratio of healthcare workers to residents in rural areas is lower than in urban areas
- Attracting and retaining healthcare workers is more difficult because of the wage differential between rural and urban areas

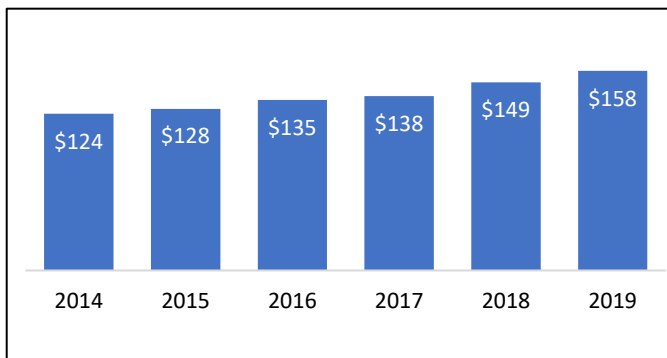
### **TOURISM / HOSPITALITY**

The Tourism or Hospitality sector includes food services, lodging, recreation, transportation, and a mix of retail. These industries employ nearly 3,000 people in Amador County and many are expected to continue adding more jobs every year. Tourism has long been a big part of the economy in Amador County because of its history and natural environment. Vineyards, wineries, and tasting rooms are adding to and expanding the visitor market. There are still more opportunities to create and expand the visitor experience in Amador County, e.g. farm stays, farm tours, winery tours, outfitter services, and guided recreational expeditions.

The visitor sector, like the traded sector, brings in revenues from the outside when commuting workers and tourists spend money in Amador County. However, the visitor industry—hotels, restaurants, and retail in general—are among the industries hardest hit by COVID-19. They are experiencing a loss of demand, revenues, and employment. Many of these businesses in Amador County are locally-owned small businesses. The extent of the expected decline is unknown at this time. Figure 23 shows that the revenue generated by visitors traveling through Amador has steadily increased since 2014.

**Figure 23. Amador County Direct Travel Spending in Amador County (\$ Millions)**

*Source: California Travel Impacts 2010-2019p. Prepared by Dean Runyan Associates, Inc. for Visit California. April 2020*



### **INFORMATION TECHNOLOGY**

The Information Technology (IT) industry sector is comprised of firms in telecommunications, computing, networking, software, programming, information systems, and management. Also included are firms involved in the manufacturing, wholesale, and retail sales of hardware and software, and services like programming, repair, maintenance, data collection, and analysis.

While there is a core set of industries used to define the sector, IT occupations cross all industry sectors. Some level of tech skills is required by all businesses, regardless of industry type or employment size. A portion of every company's investment and workforce is dedicated to and uses IT. The rapid adoption of technology, the need for cybersecurity, upgrades, and replacement of hardware and software increases the demand for tech-savvy workers in all industry sectors.

Two IT firms are located in Amador County in the wired telecommunications sector. Job growth from 2010 to 2018 was positive, 24 jobs were added for a total of 94; average wages for these jobs is \$58,200. Unfortunately, predicted job growth is negative (-2.6 percent); the same is true of wireless telecommunications (-0.5 percent). Job growth is predicted in data processing, internet publishing, and other information services; currently, there are no firms in these industries in Amador County. Amador County would do well to focus on occupational training for IT jobs. This would help existing businesses fill open positions and will help the area become more attractive to IT firms.

## **CONSTRUCTION**

The construction industry includes companies engaged in building and engineering projects (highways, bridges, and utility systems), preparing sites for new construction, contractors, and specialty trades.

The construction industry in Amador County realized an increase of 198 jobs from 2010 to 2018, an 81 percent increase. Most likely this increase can be contributed to rebuilding after the wildfires. In 2018 there were a total of 107 firms in Amador County; the average wage paid is a healthy \$57,861 a year. Nationally, this industry is projected to continue to grow in employment. Even though the COVID-19 pandemic stalled some projects and others shifted timelines, according to industry research, growth can still be expected. The focus of much of this national growth may be on the nation's aging infrastructure.

Much of the detail in how and when the industry will pick up and Federal funds may be available for infrastructure projects is dependent on the progress of the pandemic and the results of the national elections. The aftermath of the Northern California wildfire seasons will always add another layer of uncertainty to the construction industry sector.

## **CONCENTRATION OF INDUSTRIES**

Amador County's economic base (Figure 24) is heavily weighted to service and retail industries which are the ones that offer lower-paying jobs. Among the goals of the CEDS is to further diversify the economy by improving worker skills, which will lead to greater high-paying job opportunities.

**Figure 24. Concentration of Amador County Industries by Employment, 2018**

Source: US Census Bureau, American Community Survey, Five-Year Estimates, Table S2403

Industry	Number Employed	% of Total	California % of Total
Ag., Forestry, Fishing, Mining	592	4.5%	2.1%
Construction	923	6.9%	6.8%
Manufacturing	598	4.5%	8.7%
Wholesale Trade	139	1.0%	2.7%
Retail Trade	1,576	11.9%	10.2%
Transportation, Warehousing, Utilities	725	5.5%	5.7%
Information	268	2.0%	2.8%
Finance, Insurance, Real Estate	443	3.3%	5.8%
Professional, Scientific, Management	1,315	9.9%	14.2%
Educational Services, Health Care, Social Assistance	2,631	19.8%	21.2%
Arts, Entertainment, Recreation	1,986	14.9%	10.3%
Other Services	688	5.2%	5.0%
Public Administration	1,405	10.6%	4.5%

**INDUSTRY EARNINGS**

**Figure 25. Amador County Industry Earnings, 2017**

Source: US Census Bureau, Annual Business Survey, Table AB1700CSA01

Industry	Revenue	Payroll
Ag., Forestry, Fishing, Mining	N/A	N/A
Construction	\$16.4 M	\$6.3 M
Manufacturing	\$74.4 M	\$22.5 M
Wholesale Trade	N/A	N/A
Retail Trade	\$300.7 M	\$36.3 M
Transportation, Warehousing, Utilities	N/A	N/A
Information	N/A	N/A
Finance, Insurance, Real Estate	N/A	N/A
Professional, Scientific, Management	\$22.0 M	\$9.5 M
Educational Services, Health Care, Social Assistance	\$202.8 M	\$68.8 M
Arts, Entertainment, Recreation	\$47.8 M	\$13.4 M
Other Services	N/A	N/A
Public Administration	N/A	N/A

## Development Opportunities

Balancing the needs of the resident population with the need to continue investment in physical infrastructure to accommodate growth and support job-creating industries will be challenging. Currently, Amador County and its cities have a very limited inventory of fully improved industrial property. Lack of industrial property improved with off- and on-site infrastructure is a major obstacle to economic growth. The county will continue to remain non-competitive with other regional locations due to this limitation. Development opportunities for the county and cities are listed below. The realization of the economic development potential of these areas depends on securing funding for infrastructure improvements.

### AMADOR COUNTY

The county has four principal development areas that offer opportunities for industrial and commercial growth.

**(1) The Martell Regional Service Center (RSC)** encompasses approximately 679 acres of land near the intersection of State Route (SR) 49, SR 88, and SR 104 near Westover Field. Martell is the largest commercial center in Amador County, offering a variety of commercial, industrial, and residential uses. According to the Amador County General Plan,<sup>21</sup> the RSC will accommodate a mix of retail, commercial, industrial, and higher-density housing with a total of approximately 2.5 million square feet of commercial and 1 million square feet of industrial uses, with about 25 percent already developed. Thirty-three percent (33 percent), or approximately 225 acres are zoned for industrial uses. The Martell RSC can accommodate 1,200 to 3,000 housing units over 20 years, making it the largest future housing location in the unincorporated county.

There are two fully improved industrial/business parks in the Martell RSC.

- Sierra West Business Park: 17 remaining fully-improved parcels ranging in size from 1.5 to 3.7 acres, suitable for light industrial/manufacturing/service
- Amador Central Business Park: 35 acres Phase I, 14 remaining fully improved parcels ranging in size from 1 to 5 acres, and Phase II, 48 acres unimproved suitable for R&D, manufacturing, and light industrial uses

Martell RSC is well connected by roads and transit and serves as a local and regional center. Circulation is generally poor, and most travels between locations in Martell occur by car on a State highway. Better internal circulation, including pedestrian and automobile circulation options, both within the “Martell Triangle” (the area bordered by SR 104, SR 88, and SR 49) and to other areas outside of SR 104, SR 88, and SR 49 will be needed. Another key challenge is creating a compatible residential component, allowing residents to live close to the county’s major service center while protecting nearby Westover Field.



**(2) Pine Grove Town Center** includes approximately 360 acres of land in Pine Grove, centered along SR 88 between Ridge Road and Tabeaud Road. Land uses along the approximately one-mile stretch of the highway include commercial including individual retail stores, restaurants, small service, and office buildings, and smaller strip shopping centers; low-density residential fronting the highway, public uses such as government buildings, churches, a fire station, and a school; and light industrial businesses. The Pine Grove TC can accommodate a total of 900 residential units and up to 400,000 square feet of commercial space. As of 2010, existing development included approximately 250 housing units and 215,000 square feet of commercial space, leaving approximately 185,000 square feet available for future commercial development.

**(3) Buckhorn Town Center** covers approximately 140 acres in Buckhorn, centered around SR 88 east of Buckhorn Ridge Road (near the Mace Meadow Golf Club). Land uses in Buckhorn are disbursed along SR 88 with commercial and light industrial uses such as gas stations, small markets, stores, restaurants, and a storage facility. Like Pine Grove, SR 88 dominates the landscape, and connectivity between buildings and uses along the highway is generally poor. The Center can accommodate a total of 250 housing units and 130,000 square feet of commercial uses. In 2010, there were about 90 housing units and 92,000 square feet of non-residential development, leaving about 40,000 square feet available for future commercial development. The Center is also within the Amador Opportunity Zone. Opportunity Zones are a Federal program designed to spur investment in communities by providing Federal tax benefits to qualified investors.

**(4) River Pines Town Center** includes approximately 35 acres in River Pines, extending along Shenandoah Road to the Cosumnes River. Land uses include primarily single-family residential with some limited pockets of commercial. The River Pines Town Center can accommodate up to 100 housing units and approximately 20,000 square feet of retail and service uses. In 2010, there were about 65 housing units and about 7,000 square feet of commercial space leaving about 13,000 square feet available for future development.

## **CITY OF IONE**

The five development opportunities in the City of Ione include:

**(1) Former Preston School of Industry** (approximately 80 acres), also known as Preston Castle was a youth correctional facility, built in the 1890s, and is the most significant example of Romanesque Revival architecture in the Mother Lode region. This historic facility was abandoned in 1960 and is currently a California Historical Landmark and listed on the National Register of Historic Places, owned and operated by the Preston Castle Foundation.

In the 1960's new correctional facility buildings were constructed and operated by the California Department of Corrections and Rehabilitation until 2010 when the site was closed. The approximately 80-acre site is now surplus State of California property. Currently, a 16-acre site (outside of the fence) is the only portion listed for sale by the State. The development of the site has many challenges, including dilapidated buildings, and aging infrastructure. In addition, the State's timetable for disposition of the property is uncertain.

The Preston Castle Foundation (Foundation) owns a 12-acre parcel which includes the administration building (the castle). The Foundation has been actively working to get a federal historic district designation for the property surrounding the land and building it owns. A federal historic district designation would not prevent a developer from demolishing the structures on the now state-owned property but it would require that the developer historically record everything before being demolished.

**(2) Lone Industrial Park** is bounded by a rail line to the north, open space to the west, the city limits and Sphere of Influence (SOI) boundary to the south, and South Church Street/SR 124 to the east. Several railroad spurs cross the property. The approximately 348-acre site has an adopted conceptual land use plan and can accommodate approximately 1.4 million square feet of retail/office, 2 million square feet of commercial/retail, and 6 million square feet of industrial uses. There are no improvements on the site (sewer, water, roads, or utilities).

**(3) Triangle Area** is bounded by SR 124 to the west, SR 104 to the east, and Brickyard Road to the north. The southern boundary is generally SR 88. The approximately 990 acres has an adopted conceptual land use plan and can accommodate roughly 4 million square feet of industrial uses. There are no improvements on the site (sewer, water, roads, or utilities).

**(4) Historic Downtown Lone** generally runs a few blocks along Main Street and maintains historic architecture and character. Plans call for the preservation of the downtown's historic assets while allowing for intensification of retail, office, and residential uses to enhance the economic viability of the area and the area's vibrancy. The existing retail buildings and assets are aging but considered a part of the charm of Lone's historic downtown character. Expansion of the downtown retail area would need to consider the renovation and refurbishment of existing buildings, as well as the development standards necessary to entice the development and reuse of such facilities and parking.

**(5) Commercial and Office Development** Both the Castle Oaks and Preston Reuse Specific Planning Areas identify lands for future retail and commercial development. Infrastructure improvements would need to accompany this future development.

## **JACKSON, AMADOR CITY, SUTTER CREEK**

The cities of Jackson, Amador City, and Sutter Creek have development opportunities in their historic downtown cores and immediate environs; however, any future development is dependent on the availability of supporting physical infrastructure.

## **Labor Force**

As previously stated in this report, the average annual population growth in Amador County is less than one percent and the share of the younger population is small and not growing. The Talent Pipeline—the source of future workers—is flat.

Less than half (44 percent) of the Amador County labor pool is participating in the workforce (Figure 26). This is far below the statewide participation rate of 63 percent.

Building and sustaining a diverse economy by attracting and retaining industry sectors that provide a family-supporting wage depends largely on having a resident workforce with the appropriate skills and a talent pipeline sufficient to meet employers’ current and future hiring needs.

**Figure 26. Labor Force Participation**

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates; Table DP03

	2014	2015	2016	2017	2018
<b>AMADOR COUNTY</b>					
Civilian Population 16+ yrs	32,030	31,994	31,881	32,280	32,677
Labor Force (employed & un)	14,744	14,621	14,512	14,815	14,544
Labor Force Participation Rate	46.0%	45.8%	45.6%	46.0%	44.6%
<b>CALIFORNIA</b>					
Civilian Population 16+ yrs	29.9 M	30.3 M	31.2 M	31.5 M	31,2 M
Labor Force (employed & un)	18.9 M	19.1 M	19.6 M	19.9 M	19.6 M
Labor Force Participation Rate	63.8%	63.6%	63.4%	63.5%	63.5%

**UNEMPLOYMENT**

The county’s unemployment rate has been par with state trends, declining each of the last five years until 2020. The spike in unemployment is, of course, related to the COVID-19 Pandemic and shelter-in-place policies. Virtually every county and community in the nation is heavily impacted.

**Figure 27. Average Annual Unemployment**

California EDD, Labor Market Information Division, ([www.labormarketinfo.edd.ca.gov/](http://www.labormarketinfo.edd.ca.gov/))

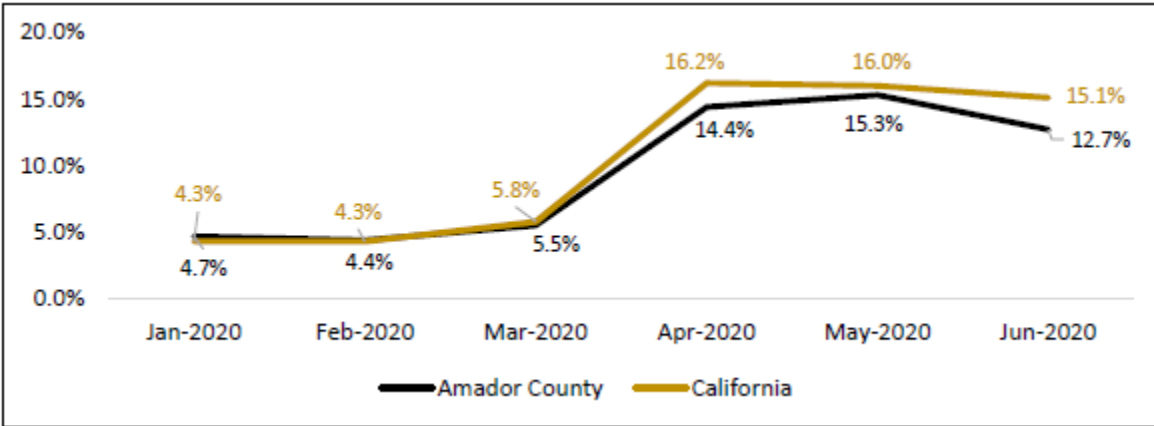
2020 data are May preliminary data

Year	Amador County	California
2016	5.9%	5.5%
2017	5.0%	4.8%
2018	4.0%	4.2%
2019	3.8%	4.0%
2020	15.7%	15.9%

Figure 28 compares Amador County and the state’s monthly unemployment rates for the current year. The county followed the state’s dramatic increase in unemployment from March to April 2020. The county did not reach the state’s level of unemployment and the gap is continuing to improve.

**Figure 28. Unemployment Trends 2020**

Source: California EDD, Labor Market Information Division, Monthly data not seasonally adjusted ([www.labormarketinfo.edd.ca.gov/](http://www.labormarketinfo.edd.ca.gov/))

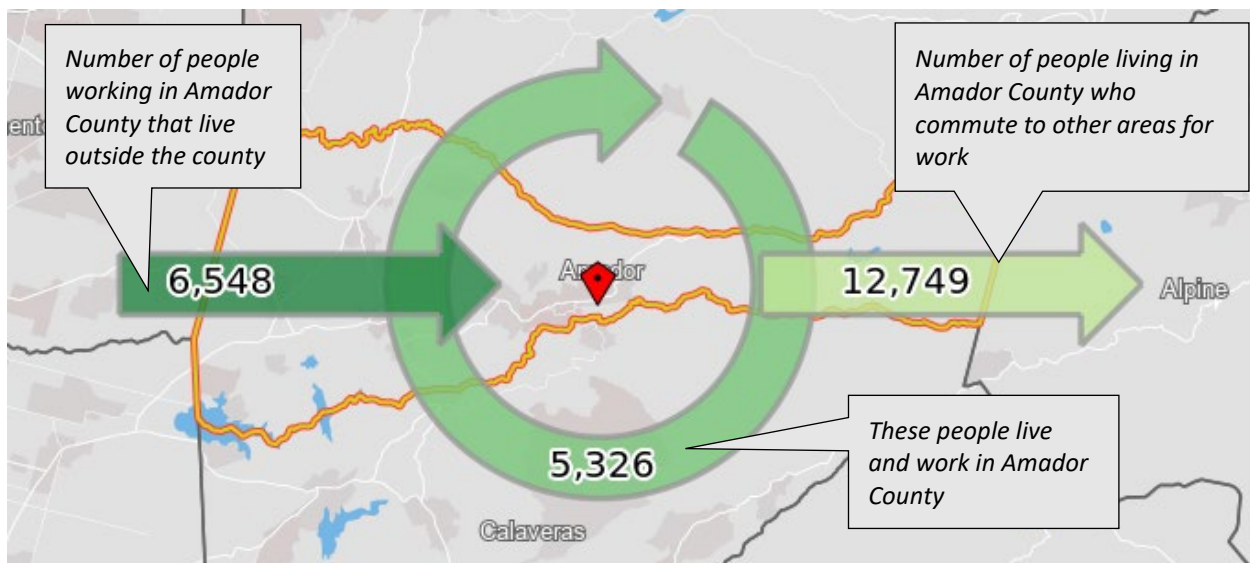


**LABOR MARKET COMMUTE PATTERNS**

Over one-half of the workers in Amador are imported from other counties and nearly three-quarters of Amador’s working population leaves the county for employment elsewhere. A total of 11,874 people work in Amador County. About 55 percent (6,548) of these workers are coming from outside of Amador County.

**Figure 29. Inflow / Outflow Commuter Analysis**

Source: U.S. Census Bureau, Center for Economic Studies Labor Force, 2017 data



The remaining 45 percent (5,326) both live and work in Amador County. Of the 18,075 employed people living in Amador County, 71 percent (12,749) are commuting out of the County for employment.

Occupations and skill level of those commuting out of Amador County has not been studied. However, most labor market analysis will find that people are more willing to commute longer distances for higher wages. Note, that the arrows in Figure 27 do not indicate the direction of worker flow between home and work locations.

# Business Climate and Competitiveness

## Regulatory Process, Fees, Incentives

A competitive business climate includes a collaborative, seamless, consistent, and easy to understand the permitting process and regulatory system. Friendly and timely customer service is another key component in the economic development competitiveness. Removing barriers to business growth and development, providing specialized services and infrastructure that helps reduce costs, increase efficiency, and increase local businesses' market share makes the county a more competitive business environment. To this end, the cities and County of Amador are moving forward with the following projects.<sup>22</sup>

- The City of Sutter Creek received a \$160,000 SB2 grant to update the zoning code and map, and rezone eight parcels from commercial to multifamily residential and from single-family to residential high density. The grant also funds the consolidation of development standards into one document, with an accompanying development checklist. Finally, the circulation element will be updated.
- The City of Lone received a \$160,000 SB2 grant to update the General Plan and Zoning Code which will effectively streamline the regulatory process.
- The City of Jackson received a \$160,000 SB2 grant to complete a comprehensive General Plan update, streamline the review process, and program EIR.
- The City of Plymouth received a \$160,000 SB2 grant to update the Municipal Code, Zoning Ordinance, update the city website, implement new permit tracking software, and purchase GIS software to connect the city's municipal code to GIS mapping.
- Amador County received a \$160,000 SB2 grant to prepare a specific plan for a 200-acre parcel purchased by the County, known as the Wicklow Property, located within the Martell Regional Service Center. The specific plan will determine recommendations to divide and develop the site for a mix of high-density affordable housing, market-rate housing, commercial uses, and set aside a portion for future county facilities.

The cities and County of Amador are knowledgeable of and offer businesses state and federal assistance and incentives through local, regional, and state partnerships. The programs that support business creation and job growth include CalCompetes, New Employment Tax Credit, WIOA, and WOTC. A brief description of these incentive programs is provided here.

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<sup>22</sup> A Location Quotient (LQ) is an indication of how concentrated an industry (occupation ) or other factor is in a region as compared to the nation. It helps reveal what makes a region unique. An Industry LQ is calculated by comparing the industry's share of *regional* employment with its share of national *national* employment.

<sup>22</sup> <http://cahcd.maps.arcgis.com/apps/MapSeries/index.html?appid=c0b0f1f398774e9c805ef0ebcf4ebd45>

- CalCompetes is an income tax credit available to businesses that want to come to California or stay and grow in California. Tax credit agreements are negotiated by GO-Biz and approved by a tax credit committee.
- Opportunity Zones offer those investing in an Opportunity Zone the ability to defer or eliminate federal taxes on capital gains when the investment is made through a managed fund. Amador County has one designated Opportunity Zone in the upcountry area. Most of the land within the designation is largely undeveloped, except for one site, a 176-acre former cedar mill in Pioneer which is currently listed for sale.
- New Employment Credit (NEC) is available to qualified taxpayers that hire qualified full-time employees from a Designated Geographic Area (DGA). Managed by the State Franchise Tax Board (FTB), employers can check eligibility by accessing the map tool on the FTB’s site.<sup>23</sup>
- Workforce Innovation and Opportunity Act (WIOA) On-the-Job Training (OJT) allows reimbursement to the employer of up to a maximum of 50 percent of the wage rate to offset training costs for eligible employees.
- PG&E Economic Development Rate provides for a 30 percent reduction on electric rates for qualified businesses for five years.
- California Enhanced Infrastructure Financing District (EIFD) provides funding for infrastructure through tax increment financing (TIF)—the increase in tax revenues generated by the development is used to repay bonds issued to finance infrastructure enhancement projects.
- Federal resources include EDA loans and grants, HUD loans and grants, USDA and SBA.

## Small Business and Innovation

Small business is big business in Amador County (Figure 30). One of the biggest obstacles to small business growth is access to capital. Declining creditworthiness of small business borrowers, an unwillingness of banks to lend money to small businesses, and tightened regulatory standards on bank loans have all been barriers to small business growth. Various non-conventional loan programs in the region are available to provide much-needed capital to support startups and small businesses. Some of these small business resources include:

- Access Plus Capital, [www.accesspluscapital.com](http://www.accesspluscapital.com), micro and enterprise loans, and workshops.
- Cen-Cal Business Finance Group, [www.cencalfinance.com](http://www.cencalfinance.com), SBA 504 loans.

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<sup>23</sup> <https://www.ftb.ca.gov/file/business/credits/new-employment-credit/index.html>

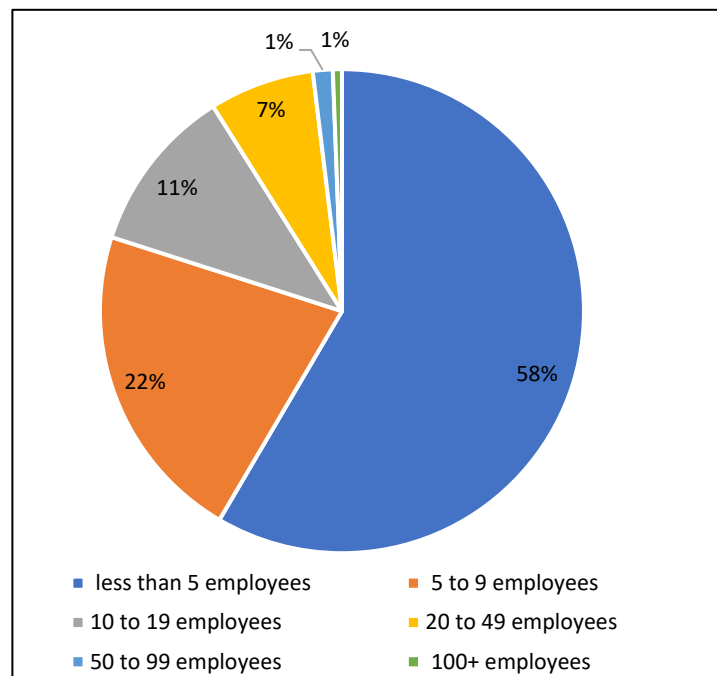
- U.S. Small Business Administration, [www.sba.gov](http://www.sba.gov), SBA loan guarantees, and business counseling through SCORE and workshops.<sup>24</sup>
- The City of Sutter Creek offered a COVID-19 Business Relief Program, which was funded by the city and local contributions. Thirty local businesses received \$1,000 each as a forgivable loan to help with business costs including payroll, rent, and necessary improvements to operations to support social distancing protocols.

Access to business counseling and technical assistance is also a key component of business creation and growth. The San Joaquin Delta College Small Business Development Center (SBDC)<sup>25</sup>, a Partnership Program with the U.S. Small Business Administration and other state and local partners, located in Stockton serves San Joaquin, Amador, Alpine, and Calaveras Counties. Through free and confidential business consulting, plus free and affordable training, the SBDC can assist with any aspect of small business development, including starting a small business, securing financing, expanding, or helping with problems in an existing business, including:

- One-on-one advising
- Training and workshops
- Capital access
- Specialty programs
- Financial management
- Government contracting
- Mystery shopping program
- Women entrepreneurs

**Figure 30. Distribution of Amador County Businesses by Size of Employment**

Source: U.S. Census Bureau County Business Patterns



<sup>24</sup> Service Corp of Retired Executives (SCORE) a nonprofit association comprised of volunteer business counselors trained by the U.S. Small Business Administration to provide assistance to small businesses and entrepreneurs.

<sup>25</sup> <https://www.sanjoaquinsbdc.org/>



Access to the Delta College SBDC resources in Amador County is very limited. The SBDC does not offer any assistance on-site in the county. Entrepreneurs and small businesses have to travel to Stockton or access resources on-line. This access challenge may be changing with plans for more robust small business and entrepreneurial assistance offered at the Amador Economic Prosperity Center in Sutter Creek. Mother Lode Job Training (MLJT), as the designated “One-Stop” job center in Amador County, has plans to include rotating space for workforce and training partners in education, veterans affairs, rehabilitation, SBDC, SCORE, and more. Also, MLJT is considering outreach to a financial or legal services provider to occupy a current vacancy in the center to provide much-needed financial or legal advice to local businesses and entrepreneurs.

The Central Sierra Economic Development District (CSEDD) is a five-county Economic Development District that serves the counties of Alpine, Amador, Calaveras, Mariposa, and Tuolumne. Partnering with MLJT and local economic development offices, CSEDD offers assistance to businesses and residents in the Mother Lode Region (including Amador). Support includes:

- Access to local and regional data
- Event and workspace
- Business support services

## Global Competitiveness

According to a joint project of the Brookings Institute and JPMorgan Chase, a U.S. company with developed export markets is going to have 100 percent higher revenues, able to sustain a 70 percent larger staff at 20 percent higher wages on average, than their non-exporting competitors.<sup>26</sup> A global network reaching into diverse markets better equips a business to weather the kinds of economic downturns that have historically left Amador County and the Motherlode region with lingering unemployment, while other regions have recovered. Regional resources available to Amador County business and entrepreneurs include:

- California’s State Trade Expansion Program (STEP)<sup>27</sup> assists local businesses and entrepreneurs with exporting. Both the wood product and biomass, and agriculture and agriculture technology industry sectors (Amador County industry sector targets) are identified as STEP sectors that hold promise for increased exporting potential.
- iHub San Joaquin is one of California's newest innovation hubs and is part of a network of innovation hubs around the state charged with accelerating economic activity. iHub links technology leaders, entrepreneurs, investors, and educational institutions through a variety of programs and services. IHub staff assists businesses/entrepreneurs with refining business plans and introductions to potential investors by providing a forum to introduce a business idea or product to the market. The

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<sup>26</sup> California Central Valley Export Plan – Brookings Institution and JPMorgan Chase

<sup>27</sup> <https://business.ca.gov/advantages/international-trade-and-investment/step-program/>

iHub San Joaquin is focused on three sustainable technologies in health care, agri-business, and sustainable construction technology.<sup>28</sup>

A continuing challenge will be linking these global market and innovation resources with local entrepreneurs and businesses. Increased efforts to more effectively communicate resource availability through local outlets (chambers of commerce, cities, county, and regional providers) will be important to increase access and use of these sources of technical assistance and financing by local businesses and entrepreneurs.

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<sup>28</sup> <https://www.ihubsj.org/>

# Physical Infrastructure

The quality of the county and cities’ infrastructure is critical to their ability to grow and maintain a vibrant economy. Efficient and well-maintained infrastructure will make the county more competitive and able to accommodate business and job growth. Investments in broadband, transportation, water, and wastewater are critical assets that support economic vitality and quality of life.

## Local Infrastructure

A summary of recent investments (within the past five years) is provided below. Many of these improvements were financed using federal and state grants and low-interest loan programs. These projects represent a total of approximately \$76,650,000 of investment in infrastructure (including the Amador Water Agency’s \$23 million investment).

### AMADOR COUNTY

In the past five years, Amador County completed over \$14.5 million in infrastructure improvements. Capital projects completed in the past five years are summarized below.

Year	Area	Description	\$ Est.
2015	Martell	Fiber cable extension from the west side of Highway 49 to serve county facilities and airport	\$153 K
2015-16	Unincorporated areas	Shoulder, turnout, and widening of roads	\$767 K
2017-18	Jackson	Ridge/New York Ranch traffic signal	\$1.866 M
2017-18	Jackson	New York Ranch/Ridge intersection extend turn/merge lane	\$2.068 M
2018-19	Plymouth	Shenandoah and Fiddletown intersection (a cooperative project with City of Plymouth)	\$2.4 M
2019-20	Sutter Creek	Bunker Hill Road bridge rehabilitation, replacement	\$2.166 M
2019-20	Pine Grove Community Services District	Replace / refurbish water tank	\$177 K
2020	Pioneer	Replace 6,700 feet of a new 12-inch water pipeline that will provide increased capacity for residents and firefighting efforts.	\$5 M
2020	Pine Grove	Highway 88 improvements; \$9 million for road intersection and pedestrian improvements along 1.1 miles of the highway, sidewalks, and bicycle lanes.	\$9 M
<b>TOTAL</b>			<b>\$14.597 M</b>

**CITY OF IONE**

The projects listed below represent over \$3.7 million in improvements over the past five years.

Year	Recent Projects	Description	\$ Est.
2014-15	Wastewater irrigation pumping system	Construct pumping and irrigation system to city and town fields	\$2.0 M
2017-18	Wastewater Pond Lining Project	Line wastewater ponds 1-5 with Geotech fabric per Regional Water Quality Control Board requirements	\$1.5 M
2017-18	Sewer Line Replacement Program	Replace old sewer lines in the city	\$75 K
2019	Street overlays	Repair cracked and damaged sections of roads	\$150 K
2020	Solar farm	Power Purchase Agreement for solar panels to provide electricity for waste wastewater treatment plants	\$0 cost to City \$800 K to Solar Company
TOTAL			\$3.7 M

**CITY OF JACKSON**

The projects listed below represent over \$16 million in improvements over the past four years.

Year	Recent Projects	Description	\$ Est.
Ongoing	Bridge replacement	Replace three bridges—French Bar, Pitt Street, and South Avenue. To date, activities have been pre-construction work, e.g. engineering, design, utility relocation, right of way, acquisition. Construction is planned within ten years	\$2.4 M
2016	Downtown Creek Walk	Produced a preliminary concept drawing	\$5 K
2019	Main Street lighting	Replaced old street lights with decorative and energy-efficient LED lights	PG&E financing
2019	New York Ranch Road rehabilitation	Improved the worst part of the road by adding curb and gutter, utility realignment, and new pavement. Professional offices, senior care facilities, medical facilities, and residential areas are located along this road.	\$2.3 M

Year	Recent Projects	Description	\$ Est.
2019	Wastewater treatment plant improvement	To improve effluent quality, added additional automation controls, updated filter and aeration systems, and added UV channels.	\$12 M
2019	Busi parking lot	Stabilization of a slope for improved safety. The parking lot is used by businesses and visitors to downtown Jackson and is a public transit stop.	\$60 K
2019-20	Hoffman, Summit	Improvements to collector roads	\$60 K
2020-22	Sewer Treatment Plant capacity enhancement	Initiated engineering investigation on capacity enhancement measures	\$20 K
TOTAL			\$16.845 M

#### CITY OF PLYMOUTH

The projects listed below represent over \$6 million in improvements over the past three years.

Year	Recent Projects	Description	\$ Est.
2018	Highway 49 Roundabout	A large roundabout replaced a four-way stop	\$5 M
2019	Safe Routes to Schools	Safe Walking Routes for schools	\$1 M
2020	Pedestrian Safety Speed Table	Traffic Calming	\$63 K
TOTAL			\$6.063 M

#### CITY OF SUTTER CREEK

The projects identified below represent over \$12 million in public investment within the past five years.

Year	Recent Projects	Description	\$ Est.
2015	Miners' Bend Park construction	Development of a small park with historic artifacts that included 20+ additional parking spaces for the Main Street Historic District	\$175 K
2017	Badger Street Bridge	Reconstruction of the Badger Street Bridge	\$3.0 M
2017	Minnie Provis Park overhaul	Overhaul of park access and installation of new bathrooms	\$1.0 M
2018-19	Manhole lining and replacements	Replacement and repair of manholes for wastewater collections system	\$120 K

Year	Recent Projects	Description	\$ Est.
2019	Auditorium bathrooms reconstruction	Reconstruction of 1950s restrooms to ADA compliance <sup>29</sup>	\$150 K
2019	Main Street Bridge	Reconstruction of the city’s Main Street Bridge including new design in front of city hall	\$8.0 M
2020	Wastewater Treatment	Develop a design/build conceptual plan for the city’s wastewater treatment facility which also treats effluent from Amador City and Martell.	\$500 K
Total			\$12.445 M

## Regional Infrastructure

Amador County, like many counties in the Sierra Foothills, is not unique in that much of the water and wastewater services provided to residents and businesses are provided by a special district or Joint Powers Authority (JPA). The county is also not unique in that many if not all of these special districts struggle to maintain their infrastructure to support existing customers let alone extend new services. Much of the infrastructure (collection, distribution, treatment, and disposal/delivery) that support customers is at capacity and/or old and past its useful life. Raising user fees to cover the cost of upgrades and/or service expansion is very difficult and costly due to compliance with Proposition 218. The alternative is for districts to assess new hookups the full cost of line or pipe extension, regardless of the number of users who may hookup at a later date. Often, the cost of the extension makes the project non-competitive with other regions that have the infrastructure in place.

### WATER AND WASTEWATER

The Amador Water Agency (AWA) serves approximately 10,000 customers in Amador County and is the primary provider of drinking water. AWA uses water from the North Fork of the Mokelumne River to serve the approximately 7,577 service connections in western Amador County, including the City of Plymouth. Surface water accounts for approximately 96 percent of AWA’s total water supply and it is the sole source of water for the Amador Water System and the Central Amador Water Project. The Amador Water System (AWS), provides treated and untreated (raw) water to cities and customers in the “down country” communities of Amador County, and the Central Amador Water Project (CAWP), provides both wholesale and retail water within the “up-country” communities of Amador County.

In addition to residents and businesses in unincorporated areas, the AWA sells water to the cities of Lone, Jackson, Plymouth, Sutter Creek, Amador City, and several special districts. AWA also owns and operates

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<sup>29</sup>Americans with Disabilities Act

eleven (11) wastewater systems in the county including Pine Grove, Buckhorn, and Martell. The wastewater generated in Martell is piped to the City of Sutter Creek for treatment. Except for Martell, AWA’s wastewater treatment consists of subsurface leach fields and spray disposal fields.<sup>30</sup> In the past five years, AWA has completed over \$23 million in water and wastewater improvements.

Year	Project	Description	\$ Est.
2014	Sutter Creek Meter Replacement Project	AWS Loss Metering Project. Master meters were installed to determine what areas of the system had leaks	\$331 K
2017 to present	Pioneer Water Rehabilitation Project	Broke up into 3 phases. Phase 1 is complete and added a 12” pipeline. Phase 2 is currently underway to install an additional 1.5 miles of pipeline and replace a pump station. Phase 3 is tank replacement of Tank A/B	\$1.42 M
2017	Ione Fire Flow Improvement Project	FEMA project due to storms in 2017 where the Preston Pump Station was compromised. 500’ of pipe was installed and several tie ins were made to improve fire flow for the City of Ione.	\$273 K
2017	Tanner Hydro	A loan through the County.	\$1.7 M
2018	Tanner Backwash	Small diameter pipeline project to allow for recycling of backwash water. 10% return to headworks.	\$4 M
2020	Ione WTP Upgrades	Rehabilitated all 4 filters, yard piping and valves, new backwash filter pumps, and electrical/instrumentation controls.	\$1.3 M
2020 & ongoing	Tank & pipeline replacement	Replacing redwood storage tanks and pipes with steel to mitigate the loss of water during a wildfire	\$14 M
TOTAL			\$23 M

AWA is also undertaking key operational, funding, and policy studies to increase the sustainability and resiliency of the agency’s capacity and capability to deliver water and wastewater services. The studies include:

- Rate study (current rate structure does not support capital reserves or expansion), scheduled for completion in April 2021
- Water and Wastewater Masterplan and Urban Water Management Plan scheduled for completion in December 2020

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<sup>30</sup> <https://amadorwater.org/>

- Updating AWA's Water and Wastewater Codes

While the water and wastewater management plans will fully detail the list of capital improvements needed, known, existing constraints include:

Water Constraints:

- The Tanner Water Treatment Plant, which serves Sutter Creek, Jackson, and Martell, operates 22 to 24 hours a day during peak demand (summer) to serve existing accounts. The addition of 3- to 5-million-gallon storage tanks would allow for greater reliability and capacity to serve additional customers.

Wastewater Constraints:

- AWA owns and operates the collection system and lift stations that transport wastewater to the wastewater treatment plant in Sutter Creek. The capacity of the treatment plant is constrained. The City of Sutter Creek is currently in the planning phase of a design/build for this regional system.
- The eleven (11) wastewater systems serving the up-county areas, including Pine Grove and Buckhorn, are subsurface leach fields and spray disposal fields. The wastewater treatment system in Pinegrove is out of capacity and will need to be expanded.

Amador Regional Sanitation Authority (ARSA) is a joint powers authority consisting of Amador County, Sutter Creek, California Department of Corrections and Rehabilitation (CDCR), and Amador City for the primary purpose of transporting effluent from the secondary treatment facility at Sutter Creek to the treatment facility in Ione. Recent improvements include the addition of land application areas for treated effluent through flood and sprinkler irrigation. The ARSA pipeline capacity was conservatively estimated by the 2010 Draft ARSA Master Plan to be approximately 2.0 million gallons a day (MGD). Improvements to the first segment of the pipe from the City of Sutter Creek wastewater treatment plant to the diversion structure is believed to be the limiting factor holding the overall hydraulic capacity at 2.0 MGD. Improvements to this segment could remove this bottleneck and increase overall pipeline capacity beyond 2.0 MGD.<sup>31</sup>

The City of Sutter Creek provides local and regional wastewater treatment services to Sutter Creek, Amador City, and Martell. The treatment plant built in 1949 has a design capacity of .48 MGD permitted average dry weather flow (ADWF) and 1.73 MGD wet weather capacity.

The facility currently operates at 85 percent of design capacity. Without significant upgrades, it has extremely limited capacity to serve additional growth. The City successfully applied for and received a \$500,000 California Water State Revolving Loan Fund (CWSRF) planning grant to develop a design/build conceptual plan for upgrading the wastewater treatment facility (August 2020). The planning grant will consider the existing configuration (transporting treated effluent to ARSA for disposal), as well as the

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<sup>31</sup> ARSA Wastewater Master Plan Update, December 2017.



installation of a tertiary system that would allow for the year-round discharge of highly treated wastewater (Title 22 water) into Sutter Creek.

Amador County, the cities and special districts will need to continue investing in its physical infrastructure to meet the current and projected needs of residential, commercial, and industrial customers. However, with the advent of COVID-19 and its impacts on local revenues, a flat and/declining population base, and a growing population with high social service needs that strain limited resources, the cities, county, and special districts are forced to make tough choices in their spending priorities resulting in a situation where capitalizing on economic development opportunities are severely constrained.

## **ROADWAYS**

There are no Interstate or freeways in Amador County. All major roadways are state routes and primarily two-lane roads. SR 49 spans the county from north to south and connects the incorporated cities of Amador City, Jackson, Plymouth, and Sutter Creek. SR 104 and SR 124 connect the City of Lone with neighboring areas of Amador and Sacramento Counties, and SR 16 connects the county with Sacramento to the west. SR 88 extends from Stockton on the west, through the county to the Kirkwood ski resort, passing through Jackson, and the unincorporated communities of Martell, Pine Grove, Pioneer, Red Corral, and Buckhorn. SR 88 is an important route over the Sierra Nevada, connecting the Central Valley to U.S. 395 in the eastern Sierra Nevada.

**State Route 16** (SR 16) begins in Colusa County at the junction with SR 20. SR 16 then goes south until it interchanges with Interstate 505 in the Central Valley where it heads east toward Sacramento. At US 50 in southeastern Sacramento. Once it crosses the Cosumnes River, SR 16 enters Amador County then ascends into the Sierra Nevada foothills.

**State Route 26** (SR 26) runs from SR 99 in Stockton to SR 88 near Pioneer in Amador County where it terminates. The highway also serves neighboring Calaveras County.

**State Route 49** (SR 49) is a north-south highway that passes through many historic mining communities of the 1849 California gold rush. It is numbered after the "49ers." SR 49 begins in Madera County at SR 140, continues in a northwest direction through the counties of Tuolumne and Calaveras. SR 49 enters Amador County at the City of Jackson. SR 49 continues through Amador County and the counties of El Dorado, Placer, Nevada, Yuba, Sierra, and Plumas, where it terminates at SR 70.

**State Route 88** (SR 88) travels in an east-west direction from Stockton and enters Amador County near the Comanche Reservoir. It continues in a northeasterly direction, intersects with SR 104, and then reaches SR 49 near Martell where it turns south to Jackson and then easterly through the remainder of Amador County's Upcountry where it is also referred to as Carson Pass Highway. The California portion of SR 88 ends at the California/Nevada state line. Unlike other two-lane California highways through the mountains, SR 88 stays open through the winter months, except during the worst snowstorms when it can be subject to restrictions or short-term closures.

**State Route 104** (SR 104) is a west-east state highway that begins in Galt (Sacramento County) at SR 99. It heads northeasterly, enters Amador County near Carbondale, and continues past Mule Creek State

Prison. In the City of Lone, SR 104 meets with SR 124 and then heads in a southerly direction where it intersects with SR 88.

**State Route 124** (SR 124) begins at SR 88 south of the City of Lone in Amador County. It continues north into the City of Lone and its downtown area where it briefly runs concurrently with SR 104 as Main Street. SR 124 runs slightly to the northeast before terminating at SR 16 northwest of Amador City.

## **RAIL**

A rail line that connected areas of Amador County to the rest of the state and could transport people, products, and mining and timber equipment was successfully established in the early 1900s. The demand, profitability, and sustainability of the rail system fluctuated greatly through the years. The system was abandoned and reopened several times. Most recent owners included Georgia Pacific (1988) and Sierra Pacific Industries (1977). In 2010 the railroad was sold to the Amador County Historical Society and the Recreational Railroad Coalition Historical Society. In 2015 the railroad was designated by the Federal Railroad Administration as a non-insular tourist railroad and received the official designation as the AMC.

SGI owns two railway spurs on its property and are planning to add a third. Rail beyond SGI is in need of infrastructure upgrades to be serviceable. SGI is classified as a mining operation and subject to both OSHA and MSHA<sup>32</sup> regulations which do not allow their rail connection to be used by others. Companies requiring rail service would need to invest in spurs, etc. to their location.

## **ENERGY**

Electrical service in Amador County is provided by PG&E. Gas service throughout the county is propane which is supplied by several regional providers.

## **PORTS**

Amador County businesses could be served by either the Port of Stockton or the Port of West Sacramento, both are about 50 miles from the City of Jackson. The Port of Stockton would be accessed SR 88. The Port of West Sacramento would be accessed via SR 16 to SR 50, or SR 88 to SR 99, and then onto SR 50 which is a few more miles, but the same drive time.

## **AIRPORT**

Amador County Airport is a general aviation airport located near Jackson with hangars, tie-downs, fuel and aircraft maintenance services. The Airport has over \$2 billion in capital improvements planned for 2021 to 2025. The majority of the projects are eligible for funding from the Federal Aviation Administration. Projects include pavement repair or replacement, fencing design, fencing construction, an airfield drainage study, and replacement of the Automated Weather Observing System.

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<sup>32</sup> Occupational Safety and Health Administration, and Mine Safety and Health Administration

## **BROADBAND**

A robust broadband network has been important in doing business for many years. Today and in the future, this demand for a robust system that is always improving is just as important to the general public for banking, bill paying, and shopping. Now, with COVID-19 shelter in place policies, more people, businesses, education, and government are relying on safe, secure, and fast internet service. Unfortunately, robust, consistent, and fast internet service is not widely available in Amador County.

Most town centers in Amador County can meet the very basic speed requirements for up/downloading depending on the provider selected for the service connection. However, more rural areas do not meet the basics and/or have spotty coverage.

The Amador Tuolumne Community Action Agency is spearheading an effort to bridge the digital divide by bringing broadband to rural areas in Amador and Tuolumne Counties. The Central Sierra Connect Consortium is a collective of local leaders from the public and private sectors who are working toward improving broadband access, adoption, and digital literacy in the Sierra Foothill region.

The local communications service provider, Volcano Communications, serves Lone, Pine Grove, Pioneer, Buckhorn, and all along SR 88 to Kirkwood with telephone, internet, and television. Volcano has captured almost 40 percent of the regional market. Other services providers are AT&T (wireline), Verizon, and several WISPS<sup>33</sup> for wireless broadband to homes and businesses. Comcast serves Jackson, Plymouth, Sutter Creek, and Amador City (primarily in the downtown areas).

Volcano is aggressively converting its service area to fiber and keeping copper in place thereby creating a redundant system to ensure continued service during power outages. When the upgrade is completed, all services will be symmetrical and all connections will be equipped for a one-gigabit interface. To date, fiber exists in all or portions of Lone, Buena Vista, Jackson, Sutter Creek, Kirkwood, and Martell.

Volcano Telephone converted all homes and businesses within the community of Kirkwood to fiber-optic services. By 2022 Volcano will be investing \$18 million in fiber optic infrastructure projects to support high-speed broadband in Amador County. Other capital investments planned by Volcano in Amador County include:

- converting copper to fiber to the home/businesses in Pioneer and Pine Grove
- deploying fiber to new subdivisions in Lone and existing homes and businesses in Lone and Comanche as company resources allow
- All new fiber construction designed to support symmetrical Gigabit, low latency service
- New fiber projects in the telephone service area engineered to reuse existing underground copper telephone infrastructure and provide powering to subscribers' Optical Network Terminals (ONT) during PSPS and storm-related outages

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<sup>33</sup> Wireless Internet Service Provider

## Capital Improvements in Support of Job and Economic Growth

Below is a summary of the planned capital improvement projects in Amador County.

**Figure 31. Summary of Amador County Capital Improvement Projects**

Jurisdiction or Agency	Description	Estimated Cost \$
Amador City	Asphalt overlay of all city streets	\$1.3 M
	Repairs and improvements to city sewer	\$1.7 M
Amador County	Countywide broadband infrastructure, two 2" conduits for 670 miles of road.	\$247.6 M
	Traffic and pedestrian circulation improvements to and around the four identified development opportunity areas—Martel Regional Service Center, and the Pine Grove, Buckhorn, and River Pines Town Centers.	N/A
	Wicklow Way extension (Sutter Creek/Wicklow Way)	N/A
Amador County Airport	Bring infrastructure to an eighty by sixty foot (80' x 60') hangar.	N/A
	Remove a sixty by sixty foot (60' x 60') hangar and replace it with a one-hundred by sixty foot (100' x 60') hangar. This project would include office space for airport management and aviation-related businesses.	N/A
Amador County Transportation Commission	Electric charging stations	N/A
	Countywide pavement improvements	N/A
Amador Regional Sanitation Authority	Wastewater pipeline improvements	N/A
Amador Water Agency	Tanner WTP PLC upgrade, filter media & clearwell replacement	\$10.5 M
	CAWP Transmission main improvements and tank D replacement	\$7 M
	Pipeline replacements (multiple locations)	\$5.7 M
	Line and tank cathodic protection and upgrades (multiple locations)	\$4.7 M
	LaMel air stripper pilot, booster station and WT upgrades	\$3.5 M
	Lift station # 2 study, repairs and replacement	\$2 M
	Pump control upgrade, high service boosters, pressure zones and tank upsizing	\$1 M

**Figure 31. Summary of Amador County Capital Improvement Projects**

<b>Jurisdiction or Agency</b>	<b>Description</b>	<b>Estimated Cost \$</b>
	Pump station capacity and generators (multiple locations) Lone WTP PLC upgrade and fencing PRV installation (tank C) and relocation (Amador City) Lift station C and D generators Camanche WWTP screen and aerator Security & fencing improvements Tanner and Lone WTP capacity study Wastewater master plan Municipal wastewater treatment facilities to serve Pinegrove Additional water storage	\$476 K \$336 K \$292 K \$257 K \$185 K \$156 K \$150 K \$204 K N/A N/A
City of Lone	Wastewater system improvements Transportation and road improvements Recreation improvements Sewer, water, roads, power, communications infrastructure to support the development of industrial and commercial expansion areas	\$10+ M \$25+ M \$275 K N/A
City of Jackson	Increase sewer treatment plant capacity Downtown Creek mile-long walking/biking trail Urban infill and annexation Regional sports complex Streetscape and highlighting lighting Completion of French Bar bridge replacement Completion of Pitt Street bridge replacement Completion of South Avenue bridge replacement Public safety complex	\$5 M \$1 M \$1 M \$20 M \$4 M \$10 M \$10 M \$10 M \$20 M
Jackson Valley Irrigation District (lone)	Expand distribution system roughly 9,000 feet down Jackson Valley Road across Highway 88 to Dave Brubeck Road; providing service to more customers and the lone Band of Indian property located on Jackson Valley Road	\$3 M

**Figure 31. Summary of Amador County Capital Improvement Projects**

<b>Jurisdiction or Agency</b>	<b>Description</b>	<b>Estimated Cost \$</b>
City of Plymouth	Water and wastewater improvements	\$4.5 M
	Transportation and road improvements	\$2.1 M
	Recreation improvements	\$170 K
	Communications/broadband improvements	\$500 K
	City hall replacement	\$1 M
City of Sutter Creek	Wastewater improvements	\$12.7 M
	Parking improvements	\$1.5 M
	Solar installation	\$850 K
	Recreation, trails, and parks	\$8 M
Pine Grove Community Services District	Replace 45 percent of failing water lines and related infrastructure to benefit residents.	\$15 M
	Replace 325 water meters with electronic to facilitate more frequent monitoring and identify leaks	\$3.125 M
	Remove three water tanks and replace with one steel tank to benefit residents	\$2.5 M
	Refurnish Pine Grove Park: new sidewalk, playground resurfacing, new playground equipment, expand picnic area and equipment, sanitizing stations, water fountain	\$177 K
	Install water lines and 16 fire hydrants on Lupe Road as part of Amador County Hazard Mitigation Plan	\$3.0 M

**BENEFIT TO ECONOMIC DEVELOPMENT AND JOB CREATION**

The capital improvement projects included here are focused on making Amador County, its cities, and communities more competitive in economic development, and its citizens and visitors safer. The benefits to economic development include:

- Bringing needed infrastructure to make development sites more attractive and marketable
- Upgrading and increasing the capacity of the current infrastructure to better serve existing and prospective new businesses and residents
- Public/private partnerships to facilitate projects, e.g. urban infill, reuse/renovation of vacant buildings, expanded parking for residents and visitors
- Repairing or resurfacing parking lots, roadway, shoulders, and turn lanes to improve traffic flow and safety
- Supporting and encouraging new business startups and entrepreneurs
- Adding amenities for the safety and enjoyment of residents and visitors, e.g. pedestrian paths, biking trails, connections to downtowns, and decorative street lighting

- Historic building preservation
- Supporting and expanding the hospitality industry by attracting additional visitors for outdoor recreation, trails, sports, agri-tourism, etc.

# Equitable and Sustainable Communities

Equitable development means making public and private investments in communities that support those most in need and that considers the past and current conditions so that future outcomes are equitably distributed, both for those currently living and working in the county, as well as new arrivals.

To enhance the quality of life for all Amador County residents equitable development is an important strategic initiative for the CEDS. With lower per capita and household incomes, lower educational attainment, and other socio-economic conditions that impact the quality of life, strategic initiatives designed to lift residents out of poverty are needed. The county and cities need to focus on continued community engagement so that people can gain some measure of ownership over the future of their neighborhoods. Education, training, and economic development partners will need to strengthen efforts to increase educational attainment and skill development to ensure that as job growth occurs, residents will benefit. Factors that contribute to equitable and sustainable communities include housing, child care, healthcare, transportation, safety, amenities, and character that offer a sense of place.

## Child Care

Quality child care is a critical component of a healthy and resilient economy. Seventy-five percent of the demand for child care is work-related. Child care itself is an economic engine, often with millions in output annually and payroll. Factors that influence the demand for child care include:

- High unemployment and low family income—more demand for subsidized care
- Prevalence of seasonal industries—more demand for intermittent care
- Prevalence of 24/7 industries—more demand for care at non-traditional hours and days
- Ethnically diverse population—more demand for bi-lingual providers

Many of the factors listed above are relevant to Amador County and underscore the critical need for quality child care in the county. The COVID-19 pandemic has prompted an unprecedented child care crisis in California and the nation. In May 2020, the Center for the Study of Child Care Employment (CSCCE) released results from a survey of more than 2,000 child care programs throughout California. The study paints a grim picture of the devastating impact of COVID-19. Key findings from the survey include:

- Child care providers and early educators are deeply concerned about the health risks of operating during the pandemic
- The reopening process has introduced new financial challenges for programs
- Decreased capacity and increased costs are disrupting an already financially unstable industry
- Without more public funding, the California child care industry will continue to collapse<sup>34</sup>

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<sup>34</sup> <https://cscce.berkeley.edu/california-child-care-in-crisis-covid-19/>



Locally, the Amador Child Care Council (Council), partnering with the Amador/Calaveras Resource and Referral provide services including information, referral, and subsidy to families in Amador and Calaveras Counties. The 2016 Amador Child Care Council Strategic Plan provides a vision, goals, and actions for increasing access to and affordability of quality childcare in Amador County. The Council is in the process of updating both the 2016 strategic plan and the 2014 community needs assessment for child care.

As in many other areas, child care subsidies are oversubscribed and many families must be put on a waitlist.<sup>35</sup> Early childhood programs have the potential for producing positive and lasting effects on children, and without access to this care, many parents cannot enter the workforce, continue their education or advance their careers.

Education and outreach to employers, in partnership with local government and child care providers, will be needed to increase the awareness and importance of quality child care to the health and resiliency of the local economy and workforce. In particular, awareness and action that businesses can take to support child care by providing on-site facilities, flexible spending accounts, and child care subsidies.

## Housing

Housing affordability (the percentage of households that can afford to purchase a median-priced home in the county based on traditional lending assumptions) is important to communities’ ability to demonstrate a stable and reliable workforce.

Housing affordability in Amador County improved from 2018 to 2019. More people could afford to purchase a home in Amador County in the first quarter of 2019 (49 percent) compared with the same period in 2018 (45 percent). The minimum qualifying income for the median-priced home in Amador County is \$62,800; the median household income in Amador County in 2019 is estimated to be \$60,636.<sup>36</sup>

### Figure 32. Housing Affordability

Source: California Association of Realtors. The percentage of households that can afford to purchase the median-priced home is based on traditional assumptions, [www.car.org/marketdata/data/haitraditional](http://www.car.org/marketdata/data/haitraditional)  
Source of Housing Appreciation data: Sperling’s Best Places, ([www.bestplaces.net](http://www.bestplaces.net)); July 2020

	Amador Co.	California
First Quarter 2019	49%	31%
First Quarter 2018	45%	28%
Median Home Price 2019	\$320,000	\$607,040
Minimum Qualifying Income	\$62,800	\$119,600
Housing Appreciation (last 12 months)	6.3%	5.2%
Housing Appreciation (last five years)	46.5%	41.9%

<sup>35</sup> Currently over 150 children on the waitlist for subsidized care in Amador County.

<sup>36</sup> [www.datausa.io](http://www.datausa.io)

Current information shows that housing costs in the more populated portion of the county (cities of Amador, Lone, Jackson, Plymouth, and Sutter Creek) are approximately 16.8 percent more expensive than those in the upcountry region of the County.

A property search of over 100 homes listed on October 3, 2020 returned the following:

**Figure 33. 2020 Median Housing Costs**

Source: Amador County Realtors Association. <http://www.amadorrealtors.com/>

	Median Price	Per Square Foot
Median price (upcountry)	\$459,000	\$214
Median price (all county)	\$475,000	\$235
Median price (cities)	\$536,500	\$230

The lack of homes for sale has created a challenge for local employers, who find it difficult to recruit technical and professional staff to the county. Only two communities in the county are actively building new homes (Plymouth and Lone).

Findings from the 2020 Amador County Housing Study clearly show that housing availability is limited in Amador County, especially for those needing to rent. According to the study:

- 83 percent of residential units in the county are single-family homes
- From 2015 to 2019, a total of 152 residential permits were issued in Amador County; 73 percent were for single-family homes (111)
- During this same time, only one permit was issued for multi-family residential and it was for a duplex
- There is a shortfall of at least 3,743 units that are affordable to low-income households<sup>37</sup>

The lack of affordable rental housing is also severely impacting local employers' ability to attract and retain workers, especially entry-level, lower-wage workers. Many employers are limited to recruiting within Amador County, where potential employees already reside. This option has become increasingly more difficult with the decline in the working-age population.

Demand for rental housing in the region grew tremendously due to the displacement of many renters and homeowners impacted by the 2015 Butte Fire. Housing construction (both rental and homeowner) has not kept pace with demand. Confirming the findings in the 2020 Housing Study, a Zillow and Craigslist search conducted on October 3, 2020, resulted in just eight listings (Figure 34). The size of the homes or apartments ranged from 400 square feet to over 1,600 square feet.

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<sup>37</sup> Compiled by Housing Tools from data sources: U.S. Department of Housing and Urban Development, 2019 and U.S. Census, 2014-2018 American Community Survey

**Figure 34. Rental Housing Costs**

Source: Source: Zillow, Craigslist, October 2020

	Size (square feet)	Monthly Rent	Per Square Foot
Studio Apartment	400	\$1,100	\$2.75
Townhome	900	\$1,100	\$1.20
House	1,008	\$1,800	\$1.78
House	1,100	\$1,365	\$1.24
Apartment	1,300	\$1,188	\$0.91
House	1,349	\$2,200	\$1.63
House	1,569	\$1,895	\$1.20
House	1,630	\$1,695	\$1.03

## Crime Rate

Amador County’s crime rate hovers between 18 to 20 incidents per 1,000 people and is consistently under the statewide rate. Since 2016, the state’s crime rate has declined while Amador County saw an increase from 2018 to 2019.

**Figure 35. Amador County Crime Rate**

Source: California Office of Attorney General; crimes reported by Amador County Sheriff Department, California Highway Patrol, Amador, Lone, Jackson, Plymouth, Sutter Creek; Population according to California Department of Finance.

	Property Crimes	Violent Crimes	Amador per 1,000 Population	California per 1,000 Population
2014	629	81	19.1	28.4
2015	600	84	18.5	30.6
2016	669	92	20.5	30.0
2017	649	115	20.5	29.6
2018	596	118	18.8	28.3
2019	670	110	20.5	27.6

## Sense of Place

A sense of place is a unique collection of physical and human qualities and characteristics that provide meaning to a location. For many communities, the downtown core provides the strongest sense of place for residents and visitors. Different from other community areas, downtowns are typically multi-purpose with government and private offices, education, entertainment and cultural venues, public open spaces, and housing.

Amador County's sense of place is rooted in history, Gold Rush days in particular. The residents and communities have worked hard to maintain the historic ambiance and character of their environment and buildings, particularly the downtowns. Over two dozen places throughout the county are noted in the National Register of Historic Places and California Historical Landmarks.

Local citizens and governments are clear about the importance of maintaining the county and cities historic and cultural assets (buildings, monuments, and ambiance). It is these very valuable and unique assets, combined with the natural landscape and amenities, which form the foundation for the county's attraction to both the local citizens and visitors and indeed these assets fuel the county's economy.

## **Transportation**

State Route 49 spans the county from north to south and connects the incorporated cities of Amador City, Jackson, Plymouth, and Sutter Creek. SR 104 and SR 124 connect the City of Lone with neighboring areas of Amador and Sacramento Counties, and SR 16 connects the county with Sacramento to the west. SR 88 extends from Stockton on the west, through the county to the Kirkwood Ski Resort, passing through Jackson, and the unincorporated communities of Martell, Pine Grove, Pioneer, Red Corral, and Buckhorn. SR 88 is an important route over the Sierra Nevada, connecting the Central Valley to U.S. 395 in the eastern Sierra Nevada.

Due to the low population density, public transportation options are limited however, the need is great. Reliable transportation is a major barrier for many, especially lower-income residents to pursue employment and educational opportunities. Amador Transit provides service to Jackson, Plymouth, Sutter Creek, Lone, Upcountry, and connections to Calaveras Transit and Sacramento (one morning, one evening). Transit service is available Monday through Friday, excluding 12 major holidays; no service on weekends.

## **Health Care**

Sutter Amador Hospital in Jackson is a general medical and surgical facility. The hospital employs approximately 350 people, with 60 percent provide direct health care. The community-based, not-for-profit hospital has 52 licensed beds and is the only hospital in Amador County and serves a population of more than 40,000. The hospital provides comprehensive services, including 24-hour emergency care, critical care, diagnostic imaging, a family birth center, surgery, orthopedics, and laboratory services. As a Sutter Health affiliate, the hospital has access to shared clinical resources and expertise, with more than 3,400 doctors and 25 hospitals throughout Northern California.

There are two clinics in Amador County that provide treatment for non-life-threatening illnesses and injuries and addiction treatment. Gold Country Urgent Care is in Jackson, and WellSpace health is in Martell. WellSpace is affiliated with several full-service health care providers, State programs, and local governments.

# Threats to Resiliency

## Revenue Stream

The county's sales and use tax receipts have been about \$3 million for each of the previous three fiscal years with slight increases each year.<sup>38</sup> Consistent increases are also seen in Transient Occupancy Taxes. Receipts have grown from \$846,000 in 2014 to \$1.5 million in 2019<sup>39</sup>. One can expect these, and other receipts will decline over the next couple of years due to the 2020 COVID-19 pandemic.

While it is too early to determine a precise estimate as to the extent of the losses that the pandemic is having on Amador County, a very rough estimate was calculated using the data currently available and making some educated assumptions.

A rough estimate shows approximately \$167 M economic losses in after-inflation Gross Regional Product (GRP)<sup>40</sup> could be expected for Amador County in the calendar year 2020. Local tax losses (sales, property, fees, and TOT) can be estimated at 15 to 20 percent, or \$25 to \$33.4 million.

Methodology:

- Estimate job losses on an annualized basis (how many jobs by industry were lost from the previous year, which minimizes seasonality issues and assumes job losses hold true in December from the previous year as they did from July 2019 to 2020 by major industry sector;
- Take after-inflation GRP per worker in 2019 and apply it to the job losses by major industry sector;
- The sum of the industry sector losses is the result for 2020 is the "economic impact" on Amador County

## Natural Disasters

Flood, wildfire, drought, and severe weather are just a few of the natural hazards to Amador County. For example, the Butte Fire (in Amador and Calaveras County) in 2015 consumed a total of 70,868 acres, destroyed 475 residences, and claimed two lives.

Amador County is partnering with the cities of Amador City, Lone, Jackson, Plymouth, and Sutter Creek, and several special districts to update the countywide 2014 Local Hazard Mitigation Plan (LHMP). Several sections of the 2020 draft are completed and available on the county's website.<sup>41</sup>

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<sup>38</sup> Source: Amador County Finance Department

<sup>39</sup> Source: California Travel Impacts 2010-2019p. by Dean Runyan Associates for Visit California, April 2020

<sup>40</sup> Gross regional product (GRP) is a monetary measure of the market value of all final goods and services produced in a region during a period (quarterly or yearly) of time.

<sup>41</sup> <https://www.amadorgov.org/departments/office-of-emergency-services/local-hazard-mitigation-plan>

Hazard mitigation is defined by FEMA as “any sustained action taken to reduce or eliminate long-term risk to human life and property from a hazard event.” On average, each dollar spent on mitigation saves society an average of \$4 in avoided future losses in addition to saving lives and preventing injuries.<sup>42</sup>

The LHMP forms the foundation for a long-term strategy to reduce disaster losses by breaking the repeated cycle of disaster damage and reconstruction. In addition, an LHMP approved by FEMA allows the county to seek pre- and post-disaster grant funding. Strategic investments in support of the LHMP will be needed to mitigate and prepare for natural disasters, including technology to support these efforts.

## Health-Related Disasters/Pandemics

The COVID-19 pandemic, also known as the coronavirus pandemic, is an ongoing global pandemic of coronavirus disease, caused by the severe acute respiratory syndrome. The outbreak was first identified in December 2019 in Wuhan China. The World Health Organization declared the outbreak a Public Health Emergency of International Concern on January 30, 2020, and a pandemic on March 11, 2020. As of September 28, 2020, more than 33 million cases of COVID-19 have been reported in more than 188 countries and territories, resulting in more than 996,000 deaths; more than 16.4 million people have recovered.<sup>43</sup>

As of October 24, 2020, over 828,000 cases of COVID-19 and over 16,100 deaths have been reported in California. In Amador County, there have been 297 cases and 16 deaths reported as of October 5, 2020.<sup>44</sup>

Amador County has successfully moved through the Governor’s four-tiered risk monitoring system (Widespread, Substantial, Moderate, and Minimal). At the time of this publication, Amador County has achieved Tier 3, Moderate. County Public Health officials continue to monitor new cases, positivity rates, and provide information to businesses and residents regarding stemming the spread of COVID-19.

Sutter Amador Hospital is working with federal, state, and local government to establish new safety protocols:

- Coordinating responses through the Sutter Health Emergency Management System
- Moving resources to where they’re needed most
- Converting space to create more critical care units when needed
- Increasing the supply of personal protective equipment (PPE) and other essential equipment
- Offering contact-free check-in
- Restricting visitors

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<sup>42</sup> National Institute of Building Science Multi-Hazard Mitigation Council 2005

<sup>43</sup> World Health Organization Coronavirus Disease (COVID-19) Dashboard, [www.who.int](http://www.who.int)

<sup>44</sup> California Department of Public Health <https://covid19.ca.gov/data-and-tools/>

## Utility Disruptions

Because of the potential for disruptions in service due to wildfires, Pacific Gas and Electric’s Public Safety Power Shutoffs (PSPS) has added a new challenge to doing business in disaster-prone areas. California Public Utilities Code Sections (Pub. Util. Code §§) 451 and 399.2(a) give electric utility companies the authority to de-energize power lines to protect public safety. This can leave communities and essential facilities without power, which brings risks and hardships, particularly for vulnerable communities and individuals and particularly during the COVID-19 Pandemic.

- Schools, businesses, and homes can be without power for up to a week at a time
- Food spoils without refrigeration
- Cell towers and cell service are lost battery backups run out
- Local business and industry is forced to suspend operations, lose valuable products and materials, and cover the increased costs of generators and operational disruptions
- Businesses are deterred from locating or expansion to heavily impacted areas

Since the initial round of PSPS’s in 2019 PG&E has modified these events to be geographically smaller and shorter in duration thereby minimizing the impact on customers; improved its PSPS notifications; and expanded its website to handle more traffic.

## Cost and Availability of Fire Insurance

New data collected by the Department of Insurance shows insurance is becoming harder to find for those in high wildfire-risk areas because of the severity of recent wildfire seasons. The data reveal there was a six percent increase in insurer-initiated homeowner policy non-renewals in Cal-Fire State Responsibility Areas from 2017 to 2018. Zip codes affected by the devastating fires in 2015 and 2017 experienced a 10 percent increase in insurer-initiated non-renewals last year. The new data do not measure the full impact of non-renewals of homeowner policies linked to the devastating 2018 wildfires, including the Camp, Carr, and Woolsey/Hill fires, or the wildfires currently underway in the state.

If Amador County residents cannot obtain insurance on the voluntary market, their only options are to find insurance coverage under the FAIR Plan<sup>45</sup> or from surplus lines, often at much higher costs.

Premium increases are causing further disruption in the local housing market that is trying to recover from the 2007 Great Recession. The economic recovery in fire-prone counties has lagged behind the rest of the state. While statewide incomes grew 42 percent from 2009 to 2017—not adjusting for inflation—they increased just 34 percent in Shasta County, 31 percent in Amador County, and 37 percent in Nevada County, according to the U.S. Bureau of Economic Analysis.<sup>46</sup>

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<sup>45</sup> Fair Access to Insurance Requirements

<sup>46</sup> <https://www.sacbee.com/news/business/article233012587.html>

## Air Quality

Air pollution takes its toll on the economy in several ways: it costs human lives, it reduces people's ability to work, affects crop yields and biodiversity, and damages natural, cultural, and historical monuments. AB 32, California's Global Warming Solutions Act of 2006, gives the California Air Resources Board (CARB) authority over sources of greenhouse gas emissions, including cars and light trucks. According to CARB, transportation accounts for some 40 percent of greenhouse gas emissions, with cars and light trucks accounting for almost three-quarters of those emissions (30 percent overall).

Amador County is part of the eight-county Mountain Counties Air Basin. The Amador Air District (AAD) is the regulatory agency responsible for monitoring and reporting air quality in the county. AAD's goal is to improve the quality of life for businesses and residents, to comply with regulations, achieve and maintain ambient air quality standards set by U.S. Environmental Protection Agency (EPA) and California Air Resources Board and protect public health and the environment from adverse air quality impacts. Summary of Amador County's Air Quality Designations:<sup>47</sup>

- Ozone: nonattainment
- Fine Particulate Matter (PM 2.5): n/a
- Particulate Matter (PM 10): unclassified (insufficient data)
- Carbon Monoxide (CO): unclassified
- Nitrogen Dioxide (NO<sub>2</sub>): attainment
- Sulfur Dioxide (SO<sub>2</sub>): attainment
- Sulfates: attainment
- Hydrogen Sulfide: unclassified (Sutter Creek: nonattainment)
- Lead: attainment
- Visibility Reducing Particles: unclassified

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<sup>47</sup> Source: California Air Resources Board



# Supplemental Information

Growth Industries in Amador County—non-retail industries that have added 15 or more jobs in Amador County in the past eight years and are growing faster than the U.S. average (2010-2018) for that industry.

*Includes non-retail industries that have added 15 or more jobs in Amador County in the past eight years and are growing faster than the U.S. average (2010-18) for that*

NAICS	Description	Amador County		Growth 2010-18		Amador-2018			Projected Annual		Manufg Capacity Utilization
		Employment 2010	2018	Absolute	Percent	Firms	Avg Wage	Location Quotient	U.S. Growth 2018-2028	Output	
<b>Agriculture, Forestry and Food Processing</b>											
113300	Logging	12	51	39	339%	6	\$55,128	17.3	-2.4%	0.5%	
115100	Support activities for crop production	142	171	29	21%	9	\$28,155	8.4	1.1%	1.4%	
<b>Mining</b>											
212221	Gold ore mining	12	66	54	459%	1	\$71,105	77.6	0.6%	1.0%	
<b>Energy</b>											
221111	Hydroelectric power generation	0	68	68	6849%	1	\$135,753	173.4	-0.2%	1.4%	
<b>Manufacturing</b>											
325920	Explosives manufacturing	125	158	33	26%	1	\$57,822	349.7	-1.1%	0.2%	73%
326130	Laminated plastics plate, sheet, and shapes	0	20	20	1985%	1	\$30,224	16.7	-0.4%	0.3%	74%
331529	Other nonferrous foundries, exc. die-casting	0	18	18	1790%	1	\$33,918	22.8	-1.7%	0.3%	65%
334418	Printed circuit assembly manufacturing	10	30	20	208%	2	\$29,754	8.4	-1.1%	0.2%	62%
334516	Analytical laboratory instrument mfg.	0	29	29	2861%	1	\$30,825	12.9	-0.9%	2.5%	71%
337110	Wood kitchen cabinet and countertop mfg.	1	18	17	1176%	2	\$24,750	2.5	-0.7%	1.7%	74%
<b>Transportation &amp; Logistics</b>											
481219	Other nonscheduled air transportation	0	15	15	1509%	1	\$116,430	45.5	0.5%	1.9%	
<b>Professional Services</b>											
541620	Environmental consulting services	1	28	27	2035%	2	\$19,263	5.4	1.8%	2.4%	
551114	Managing offices	9	56	47	500%	1	\$121,036	0.4	0.5%	1.8%	
562910	Remediation services	19	36	17	86%	1	\$59,249	6.8	0.8%	1.0%	
<b>Health Services</b>											
621610	Home health care services	29	128	99	345%	7	\$37,483	1.4	4.0%	2.9%	
623210	Residential disability facilities	0	15	15	1463%	1	\$28,970	0.6	1.0%	2.6%	
624120	Services for the elderly and disabled	60	278	218	365%	205	\$12,589	2.5	2.8%	3.1%	
624190	Other individual and family services	11	66	55	494%	7	\$43,795	2.5	2.8%	3.1%	
<b>Hospitality</b>											
721110	Hotels and motels, except casino hotels	77	204	127	165%	12	\$22,691	2.1	0.0%	2.4%	
722511	Full-service restaurants	291	380	89	31%	40	\$19,933	1.2	1.1%	1.6%	
722513	Limited-service restaurants	210	323	113	54%	25	\$16,196	1.2	1.1%	1.6%	
722515	Snack and nonalcoholic beverage bars	57	102	45	79%	15	\$15,460	2.3	1.1%	1.6%	

Source: IMPLAN ES202 data, Bureau of Labor Statistics Industry Employment and Output Projections, October 2019; Census Bureau Survey of Plant Capacity Utilization,

National High-Growth Industries: those projected to have positive growth employment or output growth nationally.

NAICS	Description	Amador County				Amador 2018		Projected Annual	
		Employment		Growth 2010-2018		Firms	Avg Wage	U.S. Growth 2018-2028	
		2010	2018	Absolute	Percent			Employment	Output
<b>National High Employment Growth</b>									
621610	Home health care services	29	128	99	345%	7	\$37,483	4.0%	2.9%
621410	Family planning centers	0	0	0	0%	0	\$0	3.1%	2.9%
621420	Outpatient mental health centers	1	0	-1	-100%	0	\$0	3.1%	2.9%
621491	Hmo medical centers	57	85	27	47%	4	\$72,380	3.1%	2.9%
621492	Kidney dialysis centers	0	0	0	0%	0	\$0	3.1%	2.9%
621493	Freestanding emergency medical centers	16	0	-16	-100%	0	\$0	3.1%	2.9%
621498	All other outpatient care centers	0	0	0	0%	0	\$0	3.1%	2.9%
624110	Child and youth services	10	22	12	117%	2	\$40,674	2.8%	3.1%
624120	Services for the elderly and disabled	60	278	218	365%	205	\$12,589	2.8%	3.1%
624190	Other individual and family services	11	66	55	494%	7	\$43,795	2.8%	3.1%
519110	News syndicates	0	2	2	168%	1	\$186,557	2.5%	3.5%
519120	Libraries and archives	0	0	0	0%	0	\$0	2.5%	3.5%
519130	Internet publishing and web search portals	0	0	0	0%	0	\$0	2.5%	3.5%
519190	All other information services	0	0	0	0%	0	\$0	2.5%	3.5%
621310	Offices of chiropractors	15	11	-4	-27%	5	\$36,966	2.4%	3.3%
621320	Offices of optometrists	36	32	-4	-11%	3	\$35,148	2.4%	3.3%
621330	Offices of mental health practitioners	0	0	0	0%	0	\$0	2.4%	3.3%
621340	Offices of specialty therapists	16	12	-4	-24%	3	\$38,004	2.4%	3.3%
621391	Offices of podiatrists	3	2	-1	-49%	1	\$42,900	2.4%	3.3%
621399	Offices of miscellaneous health practitioners	0	3	3	306%	0	\$43,947	2.4%	3.3%
621511	Medical laboratories	9	1	-8	-86%	1	\$50,491	2.3%	2.8%
621512	Diagnostic imaging centers	0	3	3	327%	1	\$49,164	2.3%	2.8%
541511	Custom computer programming services	21	21	0	0%	4	\$94,886	2.2%	3.0%
541512	Computer systems design services	2	10	8	544%	7	\$64,935	2.2%	3.0%
541513	Computer facilities management services	0	0	0	0%	0	\$0	2.2%	3.0%
541519	Other computer related services	3	0	-3	-100%	0	\$0	2.2%	3.0%
<b>National High Output Growth</b>									
511210	Software publishers	0	8	8	800%	1	\$50,460	1.8%	5.5%
211111	Crude petroleum and natural gas	0	0	0	0%	0	\$0	-1.2%	4.0%
211112	Natural gas liquids	0	0	0	0%	0	\$0	-1.2%	4.0%
334111	Electronic computer manufacturing	0	0	0	0%	0	\$0	-1.3%	3.5%
334112	Computer storage device manufacturing	0	0	0	0%	0	\$0	-1.3%	3.5%
334118	Computer terminal and peripheral equip. mfg.	0	0	0	0%	0	\$0	-1.3%	3.5%
519110	News syndicates	0	2	2	168%	1	\$186,557	2.5%	3.5%
519120	Libraries and archives	0	0	0	0%	0	\$0	2.5%	3.5%
519130	Internet publishing and web search portals	0	0	0	0%	0	\$0	2.5%	3.5%
519190	All other information services	0	0	0	0%	0	\$0	2.5%	3.5%
621310	Offices of chiropractors	15	11	-4	-27%	5	\$36,966	2.4%	3.3%
621320	Offices of optometrists	36	32	-4	-11%	3	\$35,148	2.4%	3.3%
621330	Offices of mental health practitioners	0	0	0	0%	0	\$0	2.4%	3.3%
621340	Offices of specialty therapists	16	12	-4	-24%	3	\$38,004	2.4%	3.3%
621391	Offices of podiatrists	3	2	-1	-49%	1	\$42,900	2.4%	3.3%
621399	Offices of miscellaneous health practitioners	0	3	3	306%	0	\$43,947	2.4%	3.3%
621111	Offices of physicians, except mental health	106	79	-27	-25%	27	\$96,862	1.3%	3.2%
621112	Offices of mental health physicians	1	0	-1	-100%	0	\$0	1.3%	3.2%
518210	Data processing and related services	0	0	0	0%	0	\$0	1.7%	3.1%
624110	Child and youth services	10	22	12	117%	2	\$40,674	2.8%	3.1%
624120	Services for the elderly and disabled	60	278	218	365%	205	\$12,589	2.8%	3.1%
624190	Other individual and family services	11	66	55	494%	7	\$43,795	2.8%	3.1%
325411	Medicinal and botanical manufacturing	0	0	0	0%	0	\$0	0.0%	3.0%
325412	Pharmaceutical preparation manufacturing	0	0	0	0%	0	\$0	0.0%	3.0%
325413	In-vitro diagnostic substance manufacturing	0	0	0	0%	0	\$0	0.0%	3.0%
325414	Other biological product manufacturing	0	0	0	0%	0	\$0	0.0%	3.0%
336111	Automobile manufacturing	0	0	0	0%	0	\$0	1.1%	3.0%
336112	Light truck and utility vehicle manufacturing	0	0	0	0%	0	\$0	1.1%	3.0%
336120	Heavy duty truck manufacturing	0	0	0	0%	0	\$0	1.1%	3.0%
541511	Custom computer programming services	21	21	0	0%	4	\$94,886	2.2%	3.0%
541512	Computer systems design services	2	10	8	544%	7	\$64,935	2.2%	3.0%
541513	Computer facilities management services	0	0	0	0%	0	\$0	2.2%	3.0%
541519	Other computer related services	3	0	-3	-100%	0	\$0	2.2%	3.0%
622110	General medical and surgical hospitals	348	338	-9	-3%	2	\$75,207	0.6%	3.0%
622210	Psychiatric and substance abuse hospitals	0	0	0	0%	0	\$0	0.6%	3.0%
622310	Other hospitals	0	0	0	0%	0	\$0	0.6%	3.0%

Source: IMPLAN ES202 data by county, Bureau of Labor Statistics Industry Employment and Output Projections, October 2019.

Key Economic Base Components in Amador County—includes the industries in Amador County with 50 or more employees in 2018 (exclusive of retail, wholesale, and personal services); the employment growth from 2010 to 2018, number of firms, average wages, and location quotient.

*Table includes industries in Amador County with 50 or more employees in 2018 (exclusive of retail, wholesale and personal services)*

NAICS	Description	Amador County				Amador-2018			Projected Annual	
		Employment		Growth 2010-18		Firms	Avg Wage	Location Quotient	U.S. Growth 2018-2028	Output
		2010	2018	Absolute	Percent				Employment	Output
<b>Agriculture, Forestry and Food Processing</b>										
111300	Fruit and Tree Nut Farming	94	79	-15	-15%	11	\$26,980	7.1	0.2%	1.6%
113300	Logging	12	51	39	339%	6	\$55,128	17.3	-2.4%	0.5%
115100	Support activities for crop production	142	171	29	21%	9	\$28,155	8.4	1.1%	1.4%
312130	Wineries	201	319	118	59%	27	\$30,112	78.0	0.6%	1.7%
<b>Mining</b>										
212221	Gold ore mining	12	66	54	459%	1	\$71,105	77.6	0.6%	1.0%
<b>Manufacturing</b>										
325920	Explosives manufacturing	125	158	33	26%	1	\$57,822	349.7	-1.1%	0.2%
327215	Glass product mfg. made of purchased glass	38	50	13	33%	1	\$32,894	17.8	-0.9%	0.4%
<b>Energy</b>										
221111	Hydroelectric power generation	0	68	68	6849%	1	\$135,753	173.4	-0.2%	1.4%
<b>Professional Services</b>										
551114	Managing offices	9	56	47	500%	1	\$121,036	0.4	0.5%	1.8%
<b>Health Services</b>										
621111	Offices of physicians, except mental health	106	79	-27	-25%	27	\$96,862	0.5	1.3%	3.2%
621210	Offices of dentists	109	98	-11	-10%	12	\$49,028	1.7	1.0%	1.3%
621491	HMO medical centers	57	85	27	47%	4	\$72,380	6.7	3.1%	2.9%
621610	Home health care services	29	128	99	345%	7	\$37,483	1.4	4.0%	2.9%
622110	General medical and surgical hospitals	348	338	-9	-3%	2	\$75,207	1.2	0.6%	3.0%
623110	Nursing care facilities	187	67	-119	-64%	1	\$31,781	0.7	1.0%	2.6%
623312	Assisted living facilities for the elderly	113	118	5	4%	5	\$28,940	4.4	1.0%	2.6%
624120	Services for the elderly and disabled	60	278	218	365%	205	\$12,589	2.5	2.8%	3.1%
624190	Other individual and family services	11	66	55	494%	7	\$43,795	2.5	2.8%	3.1%
624310	Vocational rehabilitation services	50	51	2	4%	1	\$16,421	2.6	2.0%	2.7%
<b>Hospitality</b>										
721110	Hotels and motels, except casino hotels	77	204	127	165%	12	\$22,691	2.1	0.0%	2.4%
722511	Full-service restaurants	291	380	89	31%	40	\$19,933	1.2	1.1%	1.6%
722513	Limited-service restaurants	210	323	113	54%	25	\$16,196	1.2	1.1%	1.6%
722515	Snack and nonalcoholic beverage bars	57	102	45	79%	15	\$15,460	2.3	1.1%	1.6%

Source: IMPLAN ES202 data by county, Bureau of Labor Statistics Industry Employment and Output Projections, October 2019.

Amador County Share of State Employment by Industry Sector—compares the number of firms and jobs in the State of California and Amador County for each industry.

NAICS	Description	State of California		Amador County			Location Quotient*	
		Jobs	Firms	Jobs	Firms	Jobs Share of State		Firms Share of State
	<b>Total</b>	<b>14,874,683</b>	<b>1,522,288</b>	<b>7,522</b>	<b>1,058</b>	<b>0.1%</b>	<b>0.1%</b>	
11	Agriculture, Forestry, Fishing	422,896	16,662	378	40	0.1%	0.2%	1.77
21	Mining	20,269	787	83	5	0.4%	0.6%	8.10
22	Utilities	56,414	1,284	76	2	0.1%	0.2%	2.66
23	Construction	859,196	79,990	442	107	0.1%	0.1%	1.02
31-33	Manufacturing	1,319,531	44,368	728	55	0.1%	0.1%	1.09
42	Wholesale Trade	699,110	63,089	82	17	0.0%	0.0%	0.23
44-45	Retail Trade	1,682,552	104,517	1,560	120	0.1%	0.1%	1.83
48-49	Transportation	591,071	24,667	136	21	0.0%	0.1%	0.46
51	Information	524,785	25,489	151	8	0.0%	0.0%	0.57
52	Finance and Insurance	540,868	51,357	204	48	0.0%	0.1%	0.75
53	Real Estate	293,584	54,244	66	29	0.0%	0.1%	0.44
	Services	7,835,466	1,024,883	3,607	596	0.0%	0.1%	0.91
54	Professional and technical services	1,282,730	147,340	305	76	0.0%	0.1%	0.47
55	Management of companies	252,969	4,699	56	1	0.0%	0.0%	0.44
56	Administrative and support services	1,126,679	52,492	196	33	0.0%	0.1%	0.34
61	Educational services (private)	324,130	14,925	41	2	0.0%	0.0%	0.25
62	Health Services	2,323,277	603,120	1,491	298	0.1%	0.0%	1.27
71	Arts, entertainment, and recreation	315,377	24,737	142	8	0.0%	0.0%	0.89
72	Accommodation and food services	1,671,710	85,381	1,128	110	0.1%	0.1%	1.33
81	Other Services	538,594	92,189	247	68	0.0%	0.1%	0.91

Source: IMPLAN ES202 data by county and state data.  
\*Relative to California.

# Appendix B

## Public Engagement

# Stakeholders Interviewed

Amador Community Foundation – Kathleen Harmon  
Amador Council of Tourism – Melissa Haines Lavin  
Amador County – Jon Hopkins, Kim Holland  
Amador County Airport – Dave Shepard  
Amador County Association of Realtors – Sally Bligh  
Amador County Behavioral Health Department – Stephanie & Melissa  
Amador County Chamber of Commerce – Jamie Armstrong  
Amador County Chief Administrative Officer – Chuck Iley  
Amador County District 1 Supervisor – Pat Crew  
Amador County District 2 Supervisor – Richard Forster  
Amador County District 3 Supervisor – Jeff Brown  
Amador County District 4 Supervisor – Frank Axe  
Amador County Planning – Chuck Beatty  
Amador USD – Amy Slavensky  
Amador County Office of Education – Donna Custodio  
Amador Vintners – Jack Gorman  
Amador Water Agency – Rick Ferriera  
American River Bank (retired) – Wayne Garibaldi  
ARSA – Robin Peters  
Calaveras Healthy Impact Product Solutions (CHIPS) – Regine Miller  
CB Richard Ellis – Heath Kastner  
City of Ione – Jon Hanken  
City of Jackson – Keith Sweet, Jackson City Council for City Manager Yvonne Kimball  
City of Plymouth – Rex Osborn, City Manager  
City of Sutter Creek – Amy Gedney, City Manager  
College Connect – Rachelle Saldate  
Colliers International – Greg O’Leary  
Colliers International – Mark Demetre  
Finesse Carpet One Floor & Home – Brett Birmingham  
Foothill Conservancy – Sherry Pease and Katherine Evatt  
Jackson Casino – Crystal Jack  
Jackson Main St. Association – Lucy Hackett  
MLJT – Annette Solis  
MLJT & CSEDD – Dave Thoney  
Mother Lode Land Trust – Ellie Routt  
Pine Grove Community Service District – Lori Arnberg  
Registered Professional Forester – Ed Struffenegger  
Rest, Taste, Volcano Union Inn, mobile restaurant – Tracey Berkner  
SPI – Jay Francis  
SPI Real Estate – Gary Blanc  
Sutter Amador Hospital – Tom Dickson  
University of California Cooperative Extension – Scott Oneto  
Volcano Communications – Frank Leschinsky  
Volcano Community Services District – Sharon Owens

# Map Comments and Conversations

COMMENTS	SUBSEQUENT REMARKS
<p>The water tower could be a nice landmark but has been allowed to deteriorate and is all rusted and ugly.</p>	<p>Fix the water tower do not remove it .. we love the lights at Christmas and possible could use different lights on multiple holidays</p>
<p>In order to attract families to any community the school or schools are the key factor for most people. As a parent I can say that would be a top priority for me. Most families have at least one working adult which brings money into the community. I firmly believe money and talent need to brought into the Pine Grove school as well as offering a top notch education. A great alternative private type school would also be a nice addition.</p>	
<p>Development should occur in or adjacent to existing cities where there is infrastructure readily available. Little or no development should occur up country because of high fire danger, inadequate water, sewer, etc. up country should emphasize recreational and tourism</p>	<p>Upcountry still needs a certain degree of development and renovation. Plenty of people still LIVE up here, and having a more accessible and welcoming community hub would be lovely. Jackson is farther away than it often feels. And having attractive locations and businesses for travelers to stop by on their way further up the highway seems easy and beneficial. Locals would work and patronize, and tourists would boost. We don't need anything drastic, mostly just renewed focus and attention.</p>
<p>Please consider renovating or remodeling the run down buildings along 88 they make the town look depressed.</p>	<p>It would be helpful to create a pleasant walking environment in central Pine Grove. Even though Hwy 88 is busy, the creation of safe pathways and crossings could help foster new businesses to serve both locals and tourists.</p> <p>I agree with the safer, more pleasant walking environment in Pine Grove. The irony in that is that it's already safer than further up country.</p> <p>The current Highway improvement plan includes walkways and safer crossings, I just needs to be funded. Lowland efforts have tried to kill this project. construction. There should be a County wide effort to address derelict buildings owners should be accountable for maintaining their buildings and property. They are an eyesore that</p>

COMMENTS	SUBSEQUENT REMARKS
	<p>creates a drag on the community image, property values, are fire hazards, are unsafe for homeless that occupy them or youth who might enter to vandalize them</p> <p>there should be a county wide effort to address derelict buildings. They are a fire hazard and are dangerous for any who enter them. They are an eyesore that drags down the community image and property values. Owners should be accountable</p>
<p>Please start with renovating the old Buckhorn lodge is such an eyesore. I think the Buckhorn area as so much potential. Maybe a small hotel with shuttle service to Kirkwood and a decent restaurant that's open 7 days a week. The shopping center with the hardware store has so many vacant store fronts and for so many years. Maybe get the landlord to lower rents to attract tenants. Pioneer school should be completely renovated and be K-8. A great school is key to a great community!</p>	<p>Jackson established a program years ago to help business owners downtown upgrade their business facades. County could do that for businesses along major roadways.</p> <p>Yes, much of the already developed areas up here are, frankly, quite sad and off putting. I'm not sure of how any existing land- or property owners can be encouraged or compelled to improve things, but essentially that is what's needed.</p>
<p>Amador Counties beauty is not only in it's physical landscape and historical significance but in its "ruralness" and lack of expansive development. Though further development will bring jobs it will also bring undesirable elements such as a higher crime. Amador is a reprieve from the hostility you find in many of California's cities and counties. It would truly be sad to see Amador head down the same path.</p>	<p>This county has been just fine without a massive expansion of development. Poverty has always been low here and until recently crime has been low to non existent. Homelessness is starting to become more pervasive in our community due to the influx of drug users from neighboring counties. Additional widespread development will only draw more.</p> <p>We need to focus development in areas where services, jobs, and infrastructure are available.</p> <p>Development need not detract from the rural nature or character of the area. The reality is that, without more economic development, there will fewer people overall, and more poor people. Higher levels of poverty can also lead to higher rates of crime, and an underserved population can cast a shadow on all of the beauty we have to offer and enjoy.</p>
<p>The description of the Buckhorn Town Center leaves out an important constraint to development: There is</p>	



COMMENTS	SUBSEQUENT REMARKS
<p>no wastewater treatment system for the town center. If the town center is going to develop as a mixed-use center, that infrastructure will be critical. It's also important to protect the historic King James Ranch as open space leading into Buckhorn from the west. It would make a great living history center about historic ranching and farming with hiking trails.</p>	
<p>A performing arts center would be a great addition to our community, and Martell is the most logical place to put it. The old auto dealership now occupied by an electronics firm could be remodeled for that use. We need a theater in the county that can seat at least 300 people. A performing art center in Martell could attract businesses to serve its clientele, too.</p>	<p>The private company in Martell is leasing the building. May not be there indefinitely. I believe the diocese still owns the building.</p> <p>Unfortunately, the two buildings that make up the old car dealership are already occupied by the church and a private company. The old K-Mart build could be good for that purpose and it would already be wide open inside and would need minimal structural changes compared to the old car dealership buildings.</p> <p>This should be a community funded and run effort.</p> <p>I meant this comment to be in Martell.</p>
<p>Martell needs a specific plan, and the county needs to really encourage mixed-use development there, which it has yet to do. Developers should know that the county expects them to include residential development in their plans. SPI's revised Martell Master Plan should include mixed use projects, not just more retail development. Martell is also a logical place for a community college project.</p>	<p>The existing Community College effort is a remote learning strategy. The County should help back it and promote it. ACUSD is now on board to help. Having the opportunity for an educated population helps attract businesses. Professionals that we desparately (<i>sic</i>) need in our county, won't consider moving their families here with poor schools or no schools. New Doctors, teachers, dentists, Grocers, realtors, lawyers, everyone checks the school ratings before moving their families here.</p> <p>I agree with the need for a specific plan and mixed-use development. There is so much potential to make this area a more robust and accessible hub.</p> <p>Take advantage of the governors telework force ...start marketing this county as an amazing place to live and telework from. invest in our Internet and cell sites... The county should invest in their own cell sites and their own Internet companies think out-of-the-box ..it's a whole new Internet</p>

COMMENTS	SUBSEQUENT REMARKS
	and wifi ( <i>sic</i> ) would make Amador County the leading county to telework from..
The old P&M Cedar sawmill site is an underutilized property.	
Amador County needs more passive recreation opportunities. The county should reach out to EBMUD about creating more trails on its watershed properties.	This would be lovely.
Amador County needs a large, below-the-snow, passive park with hiking, cycling, and horse trails. The Newman Ridge property would be ideal. It would attract people from inside and outside the county. Outdoor recreators spend money in local businesses.	<p>Agree about parks, open spaces and developing Preston. Amador County needs to be strategic about keeping its unique areas, unique and green space, green. Once it's gone, you can't bring it back.</p> <p>I agree with the person that commented on Preston. A community college and senior center would be wonderful not only for our graduating seniors and senior population but for the community as well.</p> <p>Develop the old brickyard, its currently unused for anything beneficial to the community outside of illegal dumping. A recreational area would bring enough traffic through the area to at least keep people from discarding their unused appliances, hazmat, and furniture.</p> <p>Someone needs to take over Preston... buy it from the state , what an amazing small community college or possible destination for Tiny houses ... Amador county currently does not allow tiny homes on properties... let's change that .</p> <p>The development of downtown is a necessity while keeping the old town feel</p> <p>Even though I no longer have pets, having a proper/grass covered dog park is also a necessity giving our residents and their pets a place to play</p> <p>A skateboard park for our children.</p>
Amador County needs a specific plan for the Shenandoah Valley. Otherwise, proliferating	Tiny homes have been a hot bed for drug use in other counties. Not sure we want that here.

COMMENTS	SUBSEQUENT REMARKS
<p>commercial development will destroy the agricultural and community character of the valley.</p>	<p>Tiny home parks ... affordable places to place your tiny home ... I'm 58 years old worked 14 years at the prison and can't even think of retiring here because of the cost of living ... find reasons to keep us here, if not, I'm going to have to take my retirement out of state</p>
<p>Amador County's scenic beauty and quality of life are economic development assets. The county needs to take these seriously and act to protect them. The general plan alone does not do it.</p>	
<p>Amador needs open space between its developed areas. It also needs design standards for commercial areas because we are losing our community character and looking like Anywhere USA. Also need broadband throughout the county to facilitate teleworking.</p>	<p>Take advantage of the Governors telework force ... start marketing this county as an amazing place to live And telework from .. invest in our internet and cell sites .. heck this county needs to buy their own cell towers and internet... think out of the box people it's a whole new internet wifi (<i>sic</i>) world be a leading county to telework from</p>
<p>Amador Co is in dire need of LOW income housing! Any and all plans for development should include a LOW income housing component.</p>	<p>Requiring developers to build something or including too much regulation will cause them to go elsewhere or to get out of building altogether. If you over regulate something, then it will de-incentivize people to do it. What we as a county need to do, is bring businesses and jobs up to this county. We need to also bring some more entertainment here. Like a roller/ice skate rink (old K-Mart building), maybe some type of race track.</p> <p>No thanks. Low incoming housing will only bring more crime into the area. We have already seen an uptick of crime and homelessness in this county. Let's not invite more in.</p> <p>The county could develop an inclusionary zoning ordinance like the one in Jackson that requires new developments of a certain size to include housing for low and very-low income groups.</p> <p>If it's true that tiny homes are not currently allowed, then yes, that is one thing that should be addressed as part of a potential solution addressing low income housing. Subsequent Remarks: Affordable housing is obviously an issue across the state, and Amador County is perhaps</p>

COMMENTS	SUBSEQUENT REMARKS
	<p>better off than many other places, currently, but we need to be vigilant and proactive before things get worse.</p> <p>Tiny houses on property we own</p>
<p>One thing that would be amazing as part of any level of development would be safe, clearly designated walking zones around and between businesses. There are people up here don't drive often or at all, and the county bus is essentially just a periodic shuttle into Jackson.</p>	<p>Being able to safely traverse between zones of one's actual town seems important.</p> <p>Paved or not, just knowing where it's safe to walk is beneficial, rather than seeking out mysterious trails.</p>
<p>Jackson and Martell could stand to be much more pedestrian friendly. There are some areas with decent sidewalks or safe, flat paths, but too few and they often end abruptly. There are safe crossings along the highways but not many continuously walkable paths between points of interest. Some paths start off safely only to lead through a rocky ditch, tall weeds, or uncomfortably close to traffic. Public transit has its limits and often takes far longer than walking, or needs combined with walking.</p>	<p>Usable walking/bike paths need to be establish and maintained for recreation, health reasons but also to allow everyone access to shopping &amp; services. All new home developments must be required to include paths as well as green spaces</p> <p>Ione has many homes and are planning more. We need more stores and a walking/bike path</p> <p>I agree. It's nearly impossible to walk safely from downtown Jackson to south Jackson, for example.</p>
<p>Buckhorn needs a community clinic to provide basic medical services to upcountry residents. Since the Pioneer Clinic closed years ago, upcountry residents have had to drive all the way to Jackson for basic healthcare. While virtual visits help, they can't replace in-person visits for vaccinations, physical exams, tests, and imaging.</p>	
<p>Volcano needs a community plan to retain its charm and character while encouraging appropriate types of business development.</p>	
<p>Is there an opportunity to provide electric vehicles for those who fly into Westover Field, similar to the Chevy Bolt program in downtown Sacramento.</p>	<p>This might be a good opportunity for someone to start a rental business if there is enough demand.</p>
<p>The Mokelumne River attracts visitors and users from all over northern CA and beyond. Electra Road is badly in need of repair, as is Middle Bar Road, the other road people use to access and depart from the river.</p>	<p>Electra Road is definitely in need of repair. It is becoming more dangerous as it is one lane in some areas.</p>

COMMENTS	SUBSEQUENT REMARKS
<p>The county needs to secure the funding necessary to complete the Hwy 88 corridor improvement project in Pine Grove.</p>	<p>The county should be expediting this project and encouraging business development in this Master Plan designated community center. How about tax breaks for new businesses. Use Sales tax distribution that is currently only distributed to incorporated cities, to Help improve the community. Amador City gets? (population 185) Pine Grove gets 0\$, (pop. 4,400 within 95665) Walking paths from neighborhoods to the Highway corridor. A new, larger park is needed in this community</p>
<p>Please include MURALS and PUBLIC ART in the plan. This will get the community involved in creating spaces that are safe and show off the vibrance of Amador. Public art projects attract families and all generations to positively contribute and utilize our community spaces and therefore make and keep those spaces safe and clean for all Amadorians to enjoy for years. Let's keep making Amador beautiful with all kinds of public art.</p>	
<p>Hwy 16 relinquishment will negatively impact our local economy</p>	
<p>Fiddletown needs a community plan to identify economic development priorities, and ways to retain its charm and character while encouraging appropriate development.</p>	
<p>Developing walking and bike paths would increase access to the existing businesses for residents, draw in out of town visitors and encourage future investment.</p>	<p>walking and bike paths - do not want them through vineyards on private property. Roads to narrow and not in best of shape</p>
<p>We need a place for kids to have fun! The old Kmart building is a great spot for roller rink, laser tag, batting cages, something, anything! Choices are so slim here that we're all forced to go to other counties.</p>	
<p>I do not understand why population growth is a goal. I support development of opportunities for employment and additional businesses but believe that we should control population to preserve quality of life for our citizens</p>	<p>We moved here for the rural lifestyle, ranch land, oak woodlands, and grass hills too because we did not want the mass housing developments and big box stores of the valley either. Controlling population to preserve quality of life for our citizens should be the number one priority - Support telecommuting so all of us working in</p>

COMMENTS	SUBSEQUENT REMARKS
	<p>Sac. will spend more here, reduce wear of our roads and air pollution from all the commuting.</p> <p>Totally agree with the why is population growth the goal question. I moved to this area for the rural lifestyle, ranch land, oak woodlands, and grass hills. If I wanted back to back housing developments and big box stores, I would have bought in Elk Grove or Rancho Cordova.</p>
<p>Many Amador County upcountry roads are in desperate need of repairing and resurfacing.</p>	
<p>We would like to see something happen with the old K-Mart site. Maybe a Target or a Costco. Also we would love to have a Kaiser Medical Office Building somewhere in Amador County.</p>	<p>The old K-Mart building would be better used for a roller/ice skate rink or even a community arts center. If some entrepreneur would get hat rolling, it would be nice. We don't need more retail shops and Target or Costco can definitely afford to build their own buildings.</p> <p>If I want to go to Target or Costco, there are plenty close by. As convenient as it would be to have those big box stores closer to home, why make Amador look and feel like every other town? I don't want to live in an Elk Grove.</p>
<p>We're planning to put EV Charging Station at our business, are there any incentive available?</p>	<p>There is already one being built in Jackson. You can check here: <a href="https://calevip.org/">https://calevip.org/</a></p> <p>There is already one being built in Jackson. You can check the CALeVIP website. I would post a link, but it won't let me.</p> <p>Check here: <a href="https://calevip.org/">https://calevip.org/</a>. There is already one being built in Jackson.</p>
<p>Curiously, it seems like this endeavor is largely focused on COVID impacts and economic development in the unincorporated areas. Why? And why not in the existing cities? Counties are generically suited to address rural issues, whereas cities address urban issues. In balancing growth versus open space and environmental conservation, it seems logical to concentrate growth in the cities where infrastructure, broadband internet, and transportation corridors already exist to some extent.</p>	

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**COMMENTS****SUBSEQUENT REMARKS**

A pharmacy - perhaps satellite for one of the chains - in the upcountry area would be a benefit to residents.	
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# Business Owner / Manager Survey

1. Where is your business located?

0	Amador City
16	City of Jackson
2	City of Lone
2	City of Plymouth
5	City of Sutter Creek
12	Unincorporated area of county

2. Please identify the type of business or service you are engaged in.

6	Agriculture
2	Education / Training
3	Communications / IT
2	Government
2	Health / Human Services
4	Hospitality / Tourism
0	Manufacturing / Food Processing
5	Nonprofit
4	Personal or Business Services
4	Retail / Restaurant
0	Utility Provider
5	Other: (construction, consulting, design and author, services, vineyards, and winery)

3. Which of the following are the biggest ADVANTAGES to locating your business in Amador County (check all that apply)

17	Location / Market Access
10	Visitors
2	Workforce
9	Cost of Doing Business
1	Physical Infrastructure (roads, water, sewer, power, etc.)
11	Other:
	I want to live in the country above the fog, below the snow, but big enough to support my business, love small vibrant town
	maybe cost of living
	None
	Place-based organization
	Quality of life, little traffic, accessible local gov't
	Rural area
	The climate and soil for wine grapes.
	we only located here because of a ranch that was in the family



4. Which of the following are the biggest DISADVANTAGES to locating your business in Amador County (check all that apply)

8	Location / Market Access
13	Quantity of Workers (finding, attracting, retaining)
17	Quality of Workers (skills, reliability, etc.)
8	Cost of Doing Business
14	Physical Infrastructure (roads, water, sewer, power, etc.)
19	Inefficient Broadband (speed, reliability)
9	Accessing and/or Affording Fire Insurance
3	Other

5. How dependent is your business on fast and reliable internet service?

25	Extremely
10	Moderately
2	Somewhat
0	Not at all

6. Prior to sheltering in place orders, how many employees did you have on payroll?

12	0, Self-employed
15	1 to 5
1	6 to 10
1	11 to 15
3	16 to 20
0	21 to 30
2	31 to 40
0	41 to 50
0	51 to 100
1	101 to 200
2	Over 200

7. What percentage of staff have you paid off (permanent) or furloughed (temporary)?

28	None
1	All
1	1 to 10%
1	11 to 20%
0	21 to 30%
1	31 to 40%
2	41 to 50%
1	51 to 60%
2	More than 60%

8. What percentage of staff do you plan to lay off if this continues through December?

26	None
1	All
4	Unsure
1	1 to 10%
0	11 to 20%
0	21 to 30%
0	31 to 40%
0	41 to 50%
1	51 to 60%
3	More than 60%

9. What was the business' approximate annual revenue prior to COVID-19?

7	\$100,000
5	\$150,000
4	\$200,000
1	\$250,000
1	\$300,000
0	\$350,000
2	\$400,000
2	\$450,000
11	\$500,000 +

10. What do you expect the business' average annual revenue to be at year-end?

12	\$100,000
5	\$150,000
2	\$200,000
1	\$250,000
1	\$300,000
0	\$350,000
1	\$400,000
2	\$450,000
6	\$500,000 +

11. If business disruption continues at the current rate, how soon will you be at risk of closing permanently?

1	Less than a month
1	2 to 5 months
1	6 to 12 months
19	Never
10	Unsure

12. How is your business adapting to COVID-19? (choose as many as you like)

8	No action taken
10	Employees are working remotely
8	Reduced operating hours
4	Reduced employee hours
4	Furloughed employees (temporary)
1	Laid-off employees (permanent or indefinite)
8	Temporarily closed business
0	Permanently closed business
8	Other:
	cancelled all events & airbnb
	Cleaning more
	cleaning, screening protocols, etc.
	temporarily reduced hours at beginning of covid
	Working full time. Partly from home and partly in the office.

13. What resources or services would be most helpful for business recovery? (check all that apply)

7	Understanding new COVID-related regulations
5	Rethinking my business model
0	Technical assistance/business coaching
0	Business planning
9	Creative marketing ideas
0	E-commerce platform
7	Digital marketing
12	Social media skills and strategies
8	Enhanced website
0	Renegotiating payment terms with banks, vendors, utilities, etc.
0	Other financial assistance (debt reduction, collections, cash flow)
8	Hardware and software purchases
13	Keeping my employees and customers safe
7	Personal Protective Equipment (PPE) accessing
0	Discussion forums with business peers
0	Services for employees who have/will be laid off

14. If you have been able to pivot to produce new or different services to sustain your business, please tell us about it.

online events, meetings, and services. Local Radio.

We grow grapes.... So....we can make only wine

15. Does your business have an online sales component?

16	Yes
17	No

16. Have you accessed any of the state or federal resources available?

13	Yes
20	No

17. What types of business products or services would complement your business?

Code enforcement of all Federal, State, and County laws, licencing, zoning, sign, and and other ordinances to prevent illegal competition. More reliable power and internet services. Conversion of CA Route - Hwy. 16 back to a State highway all the way to Sacramento.
county wide online marketing to support agro tourism
Four star hotel
High speed internet.
Restaurant, Bar, Local Public Outdoor Events - of course we'll need to consider COVID-19, but put guidelines and educate people will be win win for all
Teaching facilities

18. Is there anything more you would like to add about general business needs and/or business recovery issues?

Amador has basic infrastructure, financial, leadership, political problems that I fear are unsurmountable. Amador political leadership thinks this is still the 1950's.
Broadband/high speed internet is imperative with work from home
County needs a centralized nonprofit support entity similar to the Impact Foundry in Sacramento.
help restaurants serve outside even on the streets. Proactively approve housing developments, deal and control the homeless issues (get them off the streets with social workers/police. Thanks, Ron
HIGH SPEED INTERNET PLEASE

Instead of burdening businesses or new development with infrastructure cost provide them with incentive in taxes, fees, permits, sewer, water and/or build roads. Ultimately it will benefit to grow local economy.

Lighten up on the regulations placed on small business.

Lo income housing so individuals earning \$15-\$20/hour could house themselves.

My retail shop is located on Main St. Jackson. I am dependent on tourists and repeat customers. With so many empty stores and boarded up stores it is depressing. One dinner restaurant downtown, only open 4 days a week and the deli is not enough of a draw. People need food when looking at destinations. Sutter Creek main st is 10 times as busy as ours. Jackson needs a boost to revitalize it and make it safer and way more inviting. There is so much history and beauty here that seems to be untapped. Thank you!

My understanding is that Amador Water Agency is not currently able to supply water for new development. This could have a significant effect on business development going forward.

Our roads need to be repaired

The lack of leadership at the County level to see COVID as a real threat to our economy has hurt my business tremendously.

This is a Covid -19 survey, NOT an economic survey. The scope of your questions is extremely narrow and utterly useless for examining the economy of Amador County.

# Resident Survey Findings

19. Where do you live?

80	Unincorporated area of county
24	City of Jackson
19	City of Lone
18	City of Sutter Creek
13	City of Plymouth
1	Amador City

20. Where in the unincorporated area of the county do you live?

8	Pine Grove
5	Jackson area
5	Sutter Creek area
4	Comanche
3	Buckhorn
3	Mace Meadows
3	River Pines
2	Volcano area
2	Drytown
2	Fiddletown
2	Pioneer
2	Upcounty
10	Other

21. If you work outside of Amador County, to where do you commute?

10	Sacramento
2	Placerville
1	El Dorado Hills
1	Fairfield
1	Folsom
1	Roseville
1	San Andreas
1	Shingle Springs
1	South San Francisco

22. Were you employed on March 20, 2020?

74	Yes, full-time
51	No
15	Yes, part-time
11	Yes and working from home
4	No, but looking for work

23. If yes, are you still employed?

76	Yes, full-time
14	Yes, at reduced hours
6	No, laid off (permanently or indefinitely)
3	No, furloughed (temporary)
2	No, looking for work
1	Yes, looking for full-time

24. If not currently employed or employed at reduced hours, have you taken any of the following actions to maintain your standard of living?

40	Considered or have retired
7	Working off jobs as available
7	Requesting flexible payment terms (rent, mortgage, utilities, etc.)
6	Requesting debt forgiveness, deferral
5	Other (retired, sold house and moved)
2	Accessing food banks and other safety-net services

25. What is the highest level of education you have achieved?

54	Four-Year Degree
31	High School / GED
30	Two-Year Degree
25	Masters / Doctorate
9	Skilled Training Certification or Training (welding, plumbing, etc.)
8	Professional Degree or Certification (CPA, JD, etc.)

26. Share any other information or thoughts here.

Amador Counties beauty is not only in it's physical landscape and historical significance but in its "ruralness" and lack of expansive development, in my opinion. Though further development will bring jobs it will also bring undesirable elements such as a higher crime. Amador is a reprieve from the hostility you find in many of California's cities and counties. It would truly be sad to see Amador head down the same path. Sometimes grants are given with ulterior motives. On the

surface they are seemingly rosy but underneath they can be riddled with underhandedness. Thanks for taking my comment.

amador county needs easy access to a mental health institution to address a big part of the homeless issues.

Amador County needs to be selective with development to maintain integrity of why people moved up here in the first place. Do not make Amador's cities and communities into Elk Grove.

Amador County's' quality of life should not be degraded by economic development.

Amador has a serious lack of leadership, financial resources, and vision for the future. It should embrace its natural beauty and environmental uniqueness. It should attempt to attract prosperous business to historical Jackson, and rehabilitate its existing city centers.

Architecture of new development should reflect the history of Amador County's gold rush era. The development in Martel DOES NOT meet this standard and looks like anywhere USA. The historical look of Sutter Creek and Jackson is attractive for tourists as well as locals and should be reflected in new development.

Broadband/high speed internet is imperative to work from home. It has been an issue as only satellite is available where I live. As more and more people move out of the cities and into a rural environment - they may not settle in Amador County due to the lack of broadband/high speed internet in so many parts of this county

Education and infrastructure improvements are critical Development of Master Plan Town centers Equitable distribution of Sales taxes to the populations that paid them (Pine Grove, Pioneer) Clean up derelict buildings, these are the owners responsibility

Found Pine Grove area for retirement because of close access to amenities such as shopping, recreation for summer and winter activities near-by, wineries, short trips to Reno area and beautiful scenery. Have always felt the area is underdeveloped and has no proactive marketing to retirees or workers. The area is great for retirement but lacks awareness outside the area. Market the area and they will come.

From a personal standpoint, but surely also applicable to others, we really need more physical accessibility/maneuverability. Increased pedestrian friendliness where feasible. I've seen many upcountry residents who rely fully or partially on Amador Transit (and I'm one of them). AT works well within the parameters it has, but it has its limitations. Taking multiple busses throughout the day, especially beginning and/or ending upcountry, simply cannot get one to multiple appointments or locations in a single day sometimes. I'll spare you my personal anecdotes. Also, right now fewer confined spaces are preferable. Not everyone can walk distances greater than a parking lot, but those of us who can and want to would be better served by having safe alternatives to the bus, walking questionable paths, or walking far too close to traffic. And maybe it would encourage more people to walk and visit a couple more shops than



where they parked. From a job-seeking, and -keeping, standpoint, being able to safely and reliably get from the nearest bus stop to an interview or workplace would be a major hurdle removed. I also feel more sidewalks or clearly designated trails would give a more friendly, inviting character to our area. People staying in a hotel could more readily tour Main Street and then walk to the park or head over to Mel's. Or something. I don't know what to reasonably expect visitors to do. And not being able to walk around more freely skews my perception of local geography. I know when I visited while living out of county, I desired more walkability for the mornings or afternoons I spent alone in town. And still do as a resident just wanting to enjoy more life than Pioneer has to offer. Obviously much of my comments are assuming a post-pandemic reality will come. Thank you for taking time to read this.

I am not clear on how the questions asked above will help develop Amador County. You should be asking more about ideas to bring businesses and jobs, long term living in Amador, what is missing, how do we bring it in...etc... This is just a "we're doing something" activity...

I do all my shopping basically at Safeway. I would love to have more choices such as Costco, Trader Joes for groceries. When I need household items that I cannot get at the grocery store I drive all the way down to Folsom and shop places like Wal-Mart (I hate the one in Jackson) Target, Costco, Ulta, Homegoods, Ross... I know it was stated in the radio interview small businesses, but if you could get those kinds of businesses up here they would do great, folks would be coming from other counties to shop. it seems there are sites such as the old k-mart that would work and empty land to develop. Thank you [REDACTED]

I love Amador County and have lived here for 5 years, 4 in Pine Grove and 1 in Sutter Creek. Doing business with the County office is incredibly easy and they are very helpful (i.e. for permits, tax questions...). My primary concern is what appears to be an increase in crime from mail and car theft to more serious incidents. I would also like to see more outreach and services for our homeless community members.

I'm confused as to why run down and vacant buildings are allowed to stand in Amador County? I don't see this in other foothill communities. I hope something can happen to remedy this problem.

It's becoming impossible to work & have kids in school

It would be good to have functional skills taught in our High Schools. Auto shop, Electrical, Welding, Plumbing, Ag. Etc. it would provide self esteem and job skills fewer and fewer people can do anything.

I've been retired here for 15 years. Until recently it was like River Pines didn't exist. Now, due to some proactive residents, some changes for the better are being made. But it would be beneficial to this community if even more county agencies would become more engaged with helping the town become a better place to live

I've discovered there are a LOT of us living in Amador, but working in Sacramento. I think Amador should take a close look at how to capitalize and promote teleworking - Covid sucks, but it has resulted in thousands of less road miles, more time to enjoy my Amador home and spend a lot more dollars here than along my route to and from Sacramento.

I've lived in the Upcountry part-time for 5 years but recently relocated to live here full-time as a result of my work going remote. Many people are being drawn to more rural areas as a result of the pandemic and this seems like a key time to capitalize on this interest and use it to revitalize the local economy. Providing better internet options and developing co-working spaces (individual offices within larger complexes or leases) would do a lot to attract remote workers. Increasing the availability of delivery services from local restaurants and grocery stores could also bring more customers to existing businesses (think partnerships with existing platforms like Doordash, Grubhub etc). I'm not sure if the chamber has something like this, but working to develop a re-location guide or working with relocation experts in the Bay Area (such as Leavingthebayarea.com) could also bring new residents and enterprise. I know there are mixed feelings about the influx of Bay Area residents, but having straddled both lines and identities for the past 5 years, I can confidently say these folks represent a great economic opportunity for the county. Happy to chat more if you would like -- [REDACTED]

I would like to see a small over 55 gated residential development of middle-class affordable stick-built houses 1,500 sq. ft., similar to Jackson View, close to the City of Sutter Creek. Since so many seniors travel, it would be advantageous (as well as a strong selling feature) to have on-site RV storage, even a small side yard big enough for a motorhome. The older we get the closer we want to be to services.

Job opportunities here do not match the cost of living. I'm making 1/3 less than my former job, but my cost of living is 1/3-1/2 more.

Military

Our county needs to re-open immediately. Zero restrictions regarding Sars CoV-2. Life needs to resume as free individuals of this community/county.

Please come include a plan for increase in low income housing.

Please plan some LOW income housing so our young people can work and live in our county.

Put a high priority on developing recreational opportunities. The beautiful natural environment and historic character of the county can bring in more visitors (after the pandemic) and retirees to feed local restaurants, hotels, retail shops, and improve the economy. We need more hiking and biking trails and we should continue to promote recreational resources: wine tasting, Gold Country exploration, skiing, golf, etc. Limit industrial development to Martell and Lone, where the infrastructure can support it.

The Arts as essential to a healthy economy. Nationally, The Arts industry contributes more to the GDP than transportation, construction, and tourism. Please bring the arts to a more central place in our county government by making The Arts an essential component of this plan. The Arts make people spend money on clothing, accessories, tickets, meals, drinks, gifts, gas, hotels, hair dresses, and more! The very most successful economies have The Arts central and even have ARTS COMMISSIONS within the county government. Amador County would achieve some economic independence from tourism if we invested more in local arts, specifically Public Art. Public Art (which can be tied to the public school curriculum as well) will engage people of all ages in making Amador County beautiful. And they can BE OUTSIDE AND "SAFE" while helping create public art as a community. Furthermore, while out in the County making these Public Art projects, locals will spend money in our stores, museums, gas stations, and restaurants. Please incorporate public art and utilize Amador County Arts Council as a partner because they are primed to work in service to the Board of Supervisors to beautify Amador, keep the economy roaring, keep Amadorians happy, and keep everybody having FUN with the arts.

The county needs a real and professional planning department that recognizes the historical and agricultural attractions that Amador county has to offer. The hodgepodge strip mall type of developments are extremely unattractive and have absolutely nothing to do with the features of the county. This is why Sutter Creek is such a tourist attraction, as it has maintained it's attractive historical flavor and features. Not so in the rest of the county. Martell is an example of the ugly strip mall type of development that permeates the county.

The old K-Mart could be converted into a large entertainment center for kids (arcade, paint ball, etc.), similar to John's Incredible Pizza in Modesto. This location could be alternatively torn down and reconstructed for small retail stores, like the Folsom Outlets.

This is a particularly narrow survey for a county that includes so many retirees. How about asking us where we spend our money, what services and goods we now must leave the county to get, etc?

This survey should be more in depth.

trying to work and teach my children at he same time does not work

We are retired.

We have lived here for 23 years and love living here. Small business always seems to be struggling in the Jackson area and the Pandemic has hit them even harder. I would like to see more effort made to support the new businesses and especially the restaurants. We would also like to see the Post Office moved to the old, empty car dealership down the street because there would be more room and more parking. Seems like a perfect place for the Post Office. Thank you.

We need our businesses open! If the entire county can shop at Wal Mart then we can go anywhere. The death rate is too low to ruin so many careers, lives and dreams.

We retired from American Honda and First American Title 6.5 years ago and moved to our Fiddletown property. We LOVE Amador County! Thank you for keeping us engaged with our community. 2020 has been a tough year for everyone.

You need to figure out how to lower the cost of water. Jackson is not affordable. Plus Amador county needs to be more welcoming of others moving to the area.

Appendix C  
Site Visit Tips and  
Ideal Proposal Outline



# Tips on Conducting a Memorable Site Visit

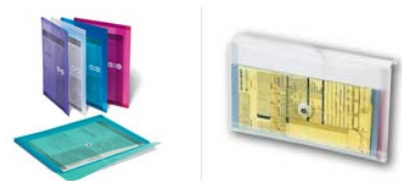
## *Preparation – Tour – Follow-Up*

### **Before the Visit**

- Learn as much as we can about the company, their industry, the project (utility and labor requirements especially), the company's competitors, and your competitors.
- Is it a real deal? Check out the company.
- Who is making the decision within the company? What are the criteria for making it?
- Why are they considering your community? Where else are they looking?
- Are they considering off shore/out-of-country locations?
- What is the project timing?
- Who will be coming? What are their titles and responsibilities within the company?
- Why are they looking for a community like yours?
- What are their key location factors?
- Ask them, what will it take to make this happen?

### **Preparing for the Visit**

- Put together a list of everyone the prospect might want to meet, along with their contact information.
- Prepare briefing materials, including a PowerPoint presentation on your community – put it on a flash drive to give them and put it on your website as a site visit electronic proposal.
- Instead of using a three-ring binder, use a flexible file folder or envelope so they can add information to the file when they meet with people who may give them information that may not be hole-punched.
- Include maps of available sites and buildings of interest to them, numbered as to the order you will visit.





## **Tips on Conducting a Memorable Site Visit**

### ***Preparation – Tour – Follow-Up***

- Include all business cards in the site visit handbook in a one page business card holder and/or give them one unfilled so they can add additional cards picked up.
- Determine who needs to be on the greeting committee and who needs to be in reserve.
- Hold a pre-visit briefing and rehearsal with as many of the players as possible.
- Map out the tour route and run it to time it — begin and end at the strong points. First and last impressions are the ones most remembered. But be prepared for the prospect to change the route, ask to see something or some neighborhoods not on your tour.
- If they are staying overnight, where are they staying? Put flowers, a fruit basket, and a welcome note from the county, city, mayor, etc.
- Arrange for visits with local companies who support your efforts and have similar businesses to the prospect.
- Learn about the prospect’s industry and what some of the trends are so that you can talk with the client in a meaningful way. Brief the locals on this information.
- What are the unique needs of the prospect’s industry? For example, are they large water or electrical users; do they have wastewater to treat; air emissions, etc.
- Find out what their critical needs are, including their timing. Determine what type of incentives will help them.
- Keep their visit out of the press unless they give you permission. Pre-mature disclosure can and has killed deals.
- Maintain their confidentiality unless they give you permission to disclose information.
- Have a clean, large vehicle ready – some communities use a motor home, large van or tour bus. Have a driver who knows the route and has rehearsed it. If possible, don’t be the driver and the narrator. The narrator needs to focus on the client’s reactions, including body language, etc.
- Have a cooler in the van for cold water, soft drinks, healthy snacks.
- Show all sides of your community, not just the “good stuff.” Emphasize small-town values and good schools; these are important for them in recruiting employees.
- Arrange a luncheon, dinner, or breakfast with community leaders in a private room.



## **Tips on Conducting a Memorable Site Visit**

### ***Preparation – Tour – Follow-Up***

- Prepare a written itinerary, including address and phone for where they will be staying.
- Build breaks into their itinerary. Give them private time for restroom, checking email, and returning calls.
- Put a news embargo in place. Tell the press that you don't want their next story to be about how you lost the deal because they leaked the story.
- Work as a team – all of us are a lot smarter than any one of us. Make sure everyone knows his or her role.
- Have a street sweeper go through town and clean up as much as possible. Drive through town with a critical eye, pretend it's the first time you are seeing your community.
- Relax and have fun! This is a great opportunity to learn.

### **The Community Visit**

- Pray for good sunny weather, but have umbrellas and foul weather gear on hand for them and you.
- Be on time, prepared, and patient. Prospect tours often run behind schedule.
- Hold an orientation meeting with a map and, if possible, aerial pictures or videos to show them what they will be seeing. Make adjustments as needed in the tour to include the places in which they show the most interest.
- If possible, for out-of-state leads, hold a teleconference call with the Governor to tell them they are wanted and needed.
- Give them a briefing book including itinerary, local contact info, map, community fact book, presentation, etc. Offer to ship it (and other materials they pick up while onsite) home for them since they may be visiting several communities. Put as much as possible on a flash drive for them to take back.
- Have a digital camera along and take pictures at their request to be emailed to them promptly after their visit. Or put photos (with location and subject matter) on the flash drive.
- Call ahead to let people know you are on your way.





## **Tips on Conducting a Memorable Site Visit**

### ***Preparation – Tour – Follow-Up***

- Pace yourself and use a tag-team approach so that you stay fresh and alert.
- Have the site/building information available in print and electronic form.
- Give them a memorable gift (not something too heavy or offer ship it home for them).
- Thank them for taking the time to visit.

### **After the Visit**

- Send a hand-written thank-you note to both the person that brought you the prospect and the company representative for taking the time to visit. Email is fine but a hand written note is rare these days and will help to make you stand out.
- Promptly follow up with any additional information they request.
- Send all requested information and any they have been given during the site visit. This way, the prospect can share the information with others in the company.
- De-brief with your team and take notes for improvements for next time.
- Be ready for the next visit – theirs or someone else's. It could happen tomorrow.



## Responding to an RFP — Elements of the Ideal Community Proposal

Corporate real estate executives and site location consultants are trained to make quick assessments of communities. The typical site selection process can start with looking at dozens of communities and often in a short amount of time. These professionals evaluate communities on the highest standards and demand the most from local economic development professionals and governments. Because of their experience with hundreds of communities, they are able to evaluate and eliminate locations very quickly often based on information included in the initial proposal—or information *not* included.

The proposal template sections or chapters presented below are typical of a site location RFP and proposal. However, every industry and every project may place a different importance on the various elements of a site search. Priorities are dependent on a company’s operations and project goals—expanding production, reaching new markets, improving logistics, reducing costs, etc.

You may not be asked to submit all the information suggested here, you may be asked to present it in different order, or information that is more location or site specific may be requested. The intent of this document is to get you started on your way to having sufficient information in sufficient detail to submit a competitive site location proposal.

Proposal Tab / Category	Purpose	Contents
<b>Cover Letter – Executive Summary of the Proposal</b>		
Include a Table of Contents		
Project Understanding	Demonstrate that you have listened and understand what client’s needs are	<ul style="list-style-type: none"> <li>• Overview of what you know about the project and the client’s prioritized decision factors.</li> </ul>
Sales Points	Demonstrate that community is a competitive location for the project.	<ul style="list-style-type: none"> <li>• Match assets and available resources to the prioritized siting factors.</li> </ul>
Action Items	Reinforce your interest in the project by demonstrating you see the community as a team member on the project	<ul style="list-style-type: none"> <li>• State what you will do to follow up or what you need from them to provide additional information</li> <li>• Identify the team members involved and include contact information</li> </ul>



## Responding to an RFP — Elements of the Ideal Community Proposal

Proposal Tab / Category	Purpose	Contents
<b>Community Orientation – community is the right place for the proposed project</b>		
Location	Eliminate possible confusion as to where the community is located	<ul style="list-style-type: none"> <li>• Describe the location of the community within the country, state and region.</li> <li>• State and Regional maps</li> <li>• Local Maps detailed to show community influence area.</li> <li>• Always include a detailed street map in packaged proposals</li> </ul>
Community Overview	Provide a “take-away” sketch of the community	<ul style="list-style-type: none"> <li>• Community description including a brief history, basic demographics, etc.</li> </ul>
Mission Statement and Organization	Demonstrate the community has a clear direction	<ul style="list-style-type: none"> <li>• Statement on the goals of the community, the types of investments being sought and why.</li> <li>• An overview of the organizations and programs (e.g. job retention, attraction) that support economic development. Answer the question, “Who are you?”</li> </ul>
Quality of Life	Demonstrate that some people like the community	<ul style="list-style-type: none"> <li>• Describe parks, recreational opportunities, shopping, culture, etc.</li> <li>• Schools infrastructure and student performance, local technical schools, colleges and universities</li> </ul>
Testimonials	Demonstrate that the community has had past successes	<ul style="list-style-type: none"> <li>• Describe past community economic development successes</li> <li>• Include testimonials from local companies</li> </ul>
<b>Workforce – is ready to meet client’s needs</b>		
Labor Market	Demonstrate that workforce will meet client’s needs Establish an accurate dimension to the labor market	<ul style="list-style-type: none"> <li>• Labor shed map</li> <li>• Tables and graphs describing the local labor market including commuting patterns (in and out) and underemployment (if present).</li> <li>• Reflect the multiplicity of labor markets including those for low-skilled and higher skilled workers</li> </ul>



## Responding to an RFP — Elements of the Ideal Community Proposal

Proposal Tab / Category	Purpose	Contents
Occupations and Wages	Demonstrate community can supply workers	<ul style="list-style-type: none"> <li>• Provide entry-level, experienced, and average wages for critical occupations.</li> <li>• Give examples of local companies employing these occupations</li> </ul>
Employment Base	Contribute to developing an understanding of the community's economic base	Directory of local employers including: <ul style="list-style-type: none"> <li>• products or services provided</li> <li>• workforce size</li> <li>• length of time company has been in the community</li> <li>• recent expansion or downsizing</li> </ul>
Training Resources	Demonstrate the community actively supports workforce development	<ul style="list-style-type: none"> <li>• Describe training programs and resources available for job retention, new and expanding industry.</li> <li>• Include physical resources (e.g. schools, incubator space) and programs (e.g. workforce development)</li> </ul>
Testimonials	Demonstrate that training is not a new concept within the community	<ul style="list-style-type: none"> <li>• Describe past community training successes</li> <li>• Include testimonials related to both attraction and retention</li> </ul>
<b>Property - community has "shovel ready" property suitable for the project</b>		
Overview	Provide clear orientation as to development opportunities within the community	<ul style="list-style-type: none"> <li>• Maps showing the location of properties in the community that are available for development (e.g. commercial, industrial).</li> <li>• Properties should show relative size and location.</li> </ul>
Property for Project	Orient client as to the characteristics of property(s) deemed most appropriate for the proposed project	Detailed information about properties deemed most suitable for the proposed project; should include: <ul style="list-style-type: none"> <li>• maps and aerial photos that show the location, size, and dimensions of the property along with master plan concepts.</li> <li>• zoning designations and development covenants</li> <li>• descriptions of surrounding land uses and the nature of other operations in the area.</li> </ul>



## Responding to an RFP — Elements of the Ideal Community Proposal

Proposal Tab / Category	Purpose	Contents
Roads	Show that property has suitable access for the proposed operation	<ul style="list-style-type: none"> <li>• Maps showing the property relative to major roadways</li> <li>• Descriptions of roads and major highways serving the property</li> </ul>
Rail Infrastructure and Service	Demonstrate that the railroad and the community have consulted regarding rail service	<ul style="list-style-type: none"> <li>• Maps showing the rail network within the community</li> <li>• Descriptions of rail infrastructure to the site including a master plan for how rail will be brought to the designated property and surrounding properties if not already present</li> <li>• Identify any at-grade rail crossings and level of improvement found at each crossing</li> <li>• Description, estimated cost and timing for on-site and off-site improvements (if required)</li> <li>• Description of rail service provider and frequency of service that will likely be available at designated site</li> </ul>
Electric Power	Demonstrate property is ready for development	<ul style="list-style-type: none"> <li>• Map showing the location of lines and line sizes.</li> <li>• Description of service providers and rate schedules proposed for the client operation.</li> <li>• Estimated utility bill based on client's proposed usage (or example based on similar operations, industry, etc)</li> <li>• Illustrate availability/feasibility of dual feed to the site.</li> </ul>
Natural Gas	Demonstrate property is ready for development	<ul style="list-style-type: none"> <li>• Map showing the location of lines and line sizes.</li> <li>• Provide description of service providers and rate schedules proposed for the client operation.</li> <li>• Provide estimated utility bill based on client's proposed usage.</li> </ul>





## Responding to an RFP — Elements of the Ideal Community Proposal

Proposal Tab / Category	Purpose	Contents
Water	Demonstrate property and community are ready for development	<ul style="list-style-type: none"> <li>• Map showing the location of lines and line sizes.</li> <li>• Describe service provider, system capacity and current system utilization.</li> <li>• Estimated utility bills for the client operation and the rate schedules used in calculating bills.</li> <li>• Estimated connection/impact fees related to service</li> <li>• Water quality reports (a summary report is sufficient with the ability to follow-up with more detailed information)</li> </ul>
Waste Water	Demonstrate property and community are ready for development	<ul style="list-style-type: none"> <li>• Map showing the location of lines and line sizes. Also show the location of lift stations that handle effluent from this site</li> <li>• Describe service provider, system capacity and current system utilization.</li> <li>• Estimated utility bills for the client operation and the rate schedules used in calculating bills. Segregate surcharges that may apply to high strength effluent.</li> <li>• Estimated connection/impact fees related to service</li> <li>• Copy of sewer ordinance.</li> </ul>
Telecommunications	Demonstrate property is ready for development	<ul style="list-style-type: none"> <li>• Description of service options, infrastructure.</li> </ul>
Development Schedule	Demonstrate the community has developed a clear process for project implementation	<ul style="list-style-type: none"> <li>• Provide an overview of the process for securing building permits including timing</li> <li>• Provide time estimates for anticipated infrastructure improvements (if required) such as road and utility extensions</li> </ul>



## Responding to an RFP — Elements of the Ideal Community Proposal

Proposal Tab / Category	Purpose	Contents
Development Resources	Leverage community resources to make properties more appealing	<ul style="list-style-type: none"> <li>Itemize resources that will support development of site including studies that have been completed to-date on the sites or in the site area (e.g. geo-technical surveys, environmental studies, traffic surveys, archeological assessments).</li> <li>Describe building practices common to the site area (e.g. pilings, spread footings)</li> </ul>
<b>Taxes and Fees</b>		
State Taxes	Establish general extent of tax liability the client can expect	<ul style="list-style-type: none"> <li>Tax rates, basis, responsible agency, and contact information</li> </ul>
Local Tax	Establish general extent of tax liability the client can expect	<ul style="list-style-type: none"> <li>Provide documents that describe local taxes including tax schedules</li> <li>An estimated tax bill based on the client's proposed investment.</li> </ul>
Development Fees	Establish general extent of liability the client can expect	<ul style="list-style-type: none"> <li>Describe rate &amp; basis for fees</li> <li>Identify one-time and annual fees</li> </ul>
<b>Development Incentives - community actively supports industry</b>		
State and Local Programs	Demonstrate working knowledge of programs	<ul style="list-style-type: none"> <li>Describe programs, criteria, benefits, estimated savings</li> <li>Testimonials</li> <li>Examples of savings</li> </ul>
Other Project Support	Demonstrate community is "pro-business" oriented	<ul style="list-style-type: none"> <li>Outline approach to fast track permitting and One-Stop assistance programs</li> </ul>

Appendix D  
Sample Site Profile



# Building Data

**NAME OF BUILDING**

NAME OF CITY

NAME OF LOCATION (E.G., BUSINESS PARK NAME IF APPLICABLE)

STREET ADDRESS OF BUILDING

INSERT PHOTO

**BUILDING OVERVIEW**

Total square feet	SF:
Former use	

**BUILDING CONTACT**

Owner name	
Broker (company)	
Broker name	
Broker contact	Email: Phone: Fax:

**SALE / LEASE INFO**

Sales price	Total:	Cost/SF:	<input type="checkbox"/> NFS (lease only)
Leasing cost	Total:	Cost/SF:	<input type="checkbox"/> Not for lease (sale only)
Lease term			
Comments			

FEATURES	
<b>BUILDING ATTRIBUTES</b>	
Total square feet	SF:
Mfg	SF:
Warehouse / distribution	SF:
Office	SF:
+Retail / commercial	SF:
Other	SF:                      Type:
Former use	
Year built	
Improvements (year, type)	
Type of construction	
Truck doors avail.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Clear height	Min (ft):                      Max (ft):
Column (bay) spacing	ft:
Floor strength (reinf. concrete)	
Lighting (type)	
Sprinklers	<input type="checkbox"/> Yes <input type="checkbox"/> No    If Yes... <input type="checkbox"/> Wet <input type="checkbox"/> Dry
Parking / number of spaces	<input type="checkbox"/> Yes <input type="checkbox"/> No    If Yes...    No. spaces:
Special features (covered, solar panels, etc.â)	
<b>SITE ATTRIBUTES</b>	
Gross lot size	Acres:
Site dimensions	
Additional acreage avail.	Acres:
Zoning	
<b>ADDITIONAL COMMENTS</b>	

UTILITIES				
ELECTRIC				
Power at site	Voltage:	Amperage:		
Provider				
Substation	Distance:	Capacity:	Reserve:	
Dual feed electric service	Available:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Alternate substation	Distance:	Capacity:	Reserve:	
NATURAL GAS				
Provider				
Size / distance	Line size:	Distance to site:		
CONNECTIVITY				
Fiber optics / T-1 lines to site	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If No, distance from site: If Yes, describe:	
Provider(s) serving site (land line, high speed internet)				
WATER				
Provider				
Water source				
Size / distance	Main size:	Distance to site:	Line size <u>to</u> site:	Line size <u>on</u> site:
Static / residual pressure	Lbs/psi at site:			
Pressure	Flow per gal. per minute at site:			
Capacity of water system	Capacity (MGD):	Usage (MGD):		
Planned improvements				
WASTEWATER TREATMENT				
Provider				
Size / distance	Main size:	Distance to site:	Line size <u>to</u> site:	Line size <u>on</u> site:
Capacity of municipal system	Capacity (MGD):	Usage (MGD):		
Planned improvements				
SOLID WASTE				
Provider at site				

TRANSPORTATION	
<b>ROADS</b>	
Building access – entrance	Road name: <span style="float: right;">No. lanes:</span>
Building access – delivery	Road name: <span style="float: right;">No. lanes:</span>
Nearest highway/interstate	Highway name:
	Distance from building: <span style="float: right;">No. lanes:</span>
Scheduled improvements	
<b>RAIL</b>	
Rail service to building	<input type="checkbox"/> Yes <input type="checkbox"/> No
Provider	
<b>AIR</b>	
Local airport	Distance:
Closest commercial metro air	Distance:
<b>PORT</b>	
Nearest port(s)	1. <span style="float: right;">Distance:</span> 2. <span style="float: right;">Distance:</span> 3. <span style="float: right;">Distance:</span>
Services (link to website or list services; e.g., container, barge, etc.)	

PUBLIC SAFETY	
<b>FIRE</b>	
Provider	
Fire insurance classification	Rating at site:
Distance	Miles to station: <span style="float: right;">Miles to storage tank:</span>
<b>POLICE / SECURITY</b>	
Provider at site	<input type="checkbox"/> Police/Sheriff <input type="checkbox"/> Private Security <input type="checkbox"/> Other:
24-hour patrol	<input type="checkbox"/> Yes <input type="checkbox"/> No
If no, describe service:	
Add'l security features (cameras, alarms, etc.)	

ADDITIONAL INFO	
COMMENTS	
Site Data Completed by:	
	Date:

*Data provided is based on recent data made available and believed to be reliable. No warranty can be made to current accuracy.*

# Site Data

## NAME OF SITE

NAME OF CITY

NAME OF LOCATION (E.G., BUSINESS PARK NAME IF APPLICABLE)

STREET ADDRESS OF BUILDING

--

## SITE OVERVIEW

Total acres	Acres:
Former use	

## SITE CONTACT

Owner name	
Broker (company)	
Broker name	
Broker contact	Email: Phone: Fax:

## SALE / LEASE INFO

Sales price	Total:	Cost/Acre:	Cost/SF:	<input type="checkbox"/> NFS (lease only)
Ground lease	Total:	Cost/Acre:	Cost/SF:	<input type="checkbox"/> Not for lease (sale only)
Comments				

FEATURES	
<b>SITE DATA</b>	
Gross lot size	Acres:
Site dimensions	Rectangular Lot:                  Length:                  Width: Non-Rectangular Lot (describe, give dimensions:
Boundaries (street name, nearest cross stress, other landmarks/descriptions)	
Additional acreage avail.	Acres:                  Explanation:
Description of adjacent lots (occupants, use, etc.)	
<b>LAND USE</b>	
Zoning	
Permitted uses	
Present use	
Past use(s)	
<b>SITE CHARACTERISTICS</b>	
Physical attributes (cleared, pad ready, forested, sloped, etc)	
Rail spur	<input type="checkbox"/> On-site & fully operational <input type="checkbox"/> Available, spur brought to site or upgraded to serve site <input type="checkbox"/> Not available
<b>ENVIRONMENTAL FACTORS</b>	
Soil analysis	<input type="checkbox"/> Not available <input type="checkbox"/> Completed, on file                  Load bearing capacity:
Seismic risk at site	Describe:
Phase I environmental analysis	<input type="checkbox"/> Not available <input type="checkbox"/> Completed, on file
Flood plain	<input type="checkbox"/> Yes <input type="checkbox"/> No                  Acreage within flood plain: <input type="checkbox"/> FEMA map, on file
Wetlands	<input type="checkbox"/> Yes <input type="checkbox"/> No                  Acreage with wetlands designation: <input type="checkbox"/> Corps of Engineers wetland analysis, on file
<b>ADDITIONAL COMMENTS</b>	

UTILITIES				
<b>ELECTRIC</b>				
Power at site	<input type="checkbox"/> Yes <input type="checkbox"/> No	If <i>No</i> , distance from site: If <i>Yes</i> ...		Voltage:                      Amperage:
Provider				
Substation	Distance:	Capacity:	Reserve:	
Dual feed electric service	Available:	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Alternate substation	Distance:	Capacity:	Reserve:	
<b>NATURAL GAS</b>				
Provider				
Size / distance	Line size:	Distance to site:		
<b>TELECOMMUNICATIONS</b>				
Fiber optics / T-1 lines to site	<input type="checkbox"/> Yes <input type="checkbox"/> No	If <i>No</i> , distance from site: If <i>Yes</i> , describe:		
Provider(s) serving site (land line, high speed internet)				
<b>WATER</b>				
Provider				
Water source				
Size / distance	Main size:	Distance to site:	Line size <u>to</u> site:	Line size <u>on</u> site:
Static / residual pressure	Lbs/psi at site:			
Pressure at site	Flow per gal. per minute at site:			
Capacity of water system	Capacity (MGD):	Usage (MGD):		
Planned improvements				
<b>WASTEWATER TREATMENT</b>				
Provider				
Size / distance	Main size:	Distance to site:	Line size <u>to</u> site:	Line size <u>on</u> site:
Lift station needed	<input type="checkbox"/> Yes <input type="checkbox"/> No			
Capacity of municipal system	Capacity (MGD):	Usage (MGD):		
Planned improvements				
<b>SOLID WASTE</b>				
Provider at site				



TRANSPORTATION	
ROADS	
Road serving site	Road Name: _____ No. lanes: _____
Nearest interstate	Name: _____ Distance from site: _____
Scheduled improvements	_____

PUBLIC SAFETY	
FIRE	
Provider	_____
Fire insurance classification	Rating at Site: _____
Distance	Miles to station: _____ Miles to storage tank: _____
POLICE / SECURITY	
Provider at site	<input type="checkbox"/> Police/Sheriff <input type="checkbox"/> Private Security <input type="checkbox"/> Other: _____
24-hour patrol	<input type="checkbox"/> Yes <input type="checkbox"/> No    If no, describe service: _____

ADDITIONAL INFO	
SITE ADVANTAGES	
SITE DISADVANTAGES	
(Including development requirements )	
INFORMATION AVAILABLE	
Available for Review	<input type="checkbox"/> Location map <input type="checkbox"/> Plot map <input type="checkbox"/> Topography map <input type="checkbox"/> Aerial photo <input type="checkbox"/> Zoning map <input type="checkbox"/> Infrastructure util. loc. <input type="checkbox"/> Transport. access map <input type="checkbox"/> Environ. analysis <input type="checkbox"/> FEMA map

Site Data Completed by: _____	Date: _____
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*Data provided is based on recent data made available and believed to be reliable. No warranty can be made to current accuracy.*

Appendix E  
Sample Development Fee Spreadsheet

Community:  
Date Prepared:  
Prepared by:

Development Fee Cost Estiamte

Description of Fee	Contact-Phone-Email	Formula / Basis of Assessment	Timellne	Estimated Cost	Notes
<b>Site Acquisition Costs</b>					
Land/Building				\$0.00	
Building Construction				\$0.00	
<b>Site Improvements Required</b>					
Water lines				\$0.00	
Sewer lines				\$0.00	
Electrical service				\$0.00	
Natural gas service				\$0.00	
Telecommunications				\$0.00	
Roadway extensions				\$0.00	
Curbs, Gutters				\$0.00	
Grading				\$0.00	
Wetland Mitigation				\$0.00	
Rock Removal				\$0.00	
Set Backs				\$0.00	
Lighting				\$0.00	
Landscaping				\$0.00	
Rail Line Extension				\$0.00	
<b>Site Permits</b>					
<b>Land Use</b>					
Use Permit				\$0.00	
Negative Declaration				\$0.00	
EIR				\$0.00	
Entitlement Fee				\$0.00	
Tentative Subdivision Map (Parcel Map)				\$0.00	

Description of Fee	Contact-Phone-Email	Formula / Basis of Assessment	Timeline	Estimated Cost	Notes
Environmental Initial Assessment				\$0.00	
Development Agreement				\$0.00	
Specific Plan				\$0.00	
<b>Site Entitlements</b>					
Site Plan Review Application				\$0.00	
Environmental Review				\$0.00	
Administrative Design Review				\$0.00	
Engineering On-Site Plan Check				\$0.00	
Public Works:Site Improvement Plan Check				\$0.00	
General Plan Maintenance Fee				\$0.00	
Special Planning Area Study Fee				\$0.00	
Development Impact Fee				\$0.00	
Brownfield Redevelopment Fee				\$0.00	
<b>Permits &amp; Documents Required</b>					
Air Quality Application				\$0.00	
Wetland Mitigation				\$0.00	
Authorization to Construct				\$0.00	
Building Permit Application				\$0.00	
Building Permit: Metal				\$0.00	
Building Plan Check Fee				\$0.00	
Building Education Fund				\$0.00	
Engineering:				\$0.00	
Plumbing Permit				\$0.00	
Mechanical Permit				\$0.00	
Electrical Permit				\$0.00	
Strong Motion Instrumentation Program Fee				\$0.00	
Landscaping Plan Check				\$0.00	
Site Grading & Excavating Permit				\$0.00	
Fire Inspection Fee				\$0.00	

Description of Fee	Contact-Phone-Email	Formula / Basis of Assessment	Timeline	Estimated Cost	Notes
Fire Plan Check				\$0.00	
Inspection Fee				\$0.00	
Sign Permit				\$0.00	
Occupancy Permit				\$0.00	
Other:					
Other:					
<b>Infrastructure &amp; Connection Fees</b>					
<b>Water</b>					
Water Distribution Fee				\$0.00	
Water Capacity Fee				\$0.00	
Fire Service Connection Fee				\$0.00	
<b>Sewer</b>					
Sewer Distribution Fee				\$0.00	
Sewer Capacity Fee				\$0.00	
Wastewater Discharge Permit				\$0.00	
<b>Waste Disposal</b>					
Refuse Collection				\$0.00	
<b>Storm Drainage</b>					
Stormwater Discharge Permit				\$0.00	
Storm Drainage Assessment				\$0.00	
<b>Transportation</b>					
Traffic Impact Fees				\$0.00	
Regional Transportation Fee				\$0.00	
<b>Public Facilities &amp; Impact Fees</b>					
City Office Space				\$0.00	
Fire Stations				\$0.00	
Libraries				\$0.00	
Police Facility				\$0.00	
Community Recreation				\$0.00	
Street Improvements				\$0.00	

Description of Fee	Contact-Phone-Email	Formula / Basis of Assessment	Timeline	Estimated Cost	Notes
Park Land				\$0.00	
School Fees				\$0.00	
Traffic Mitigation Fees				\$0.00	
Landscaping Fees				\$0.00	
Art in Public Places				\$0.00	
Administration				\$0.00	
Habitat/Open Space Conservation Fee				\$0.00	
<b>Estimated Total Development Fees</b>				<b>\$0.00</b>	

# Appendix F

## Resolution

# Appendix G

## Background Reports



# Background Documents

In preparing the Amador County CEDS, the following documents were reviewed.

- Amador County Unified School District 2019 – 2020 Accomplishments Report
- Amador County Housing Study, May 2020
- Amador County Regional Transportation Plan, March 2020
- Extreme Weather Needs Assessment for Amador and Calaveras Counties, Presentation to Amador County Transportation Commission, February 13, 2020
- Amador and Calaveras County Needs Assessment for Extreme Weather and Natural Disaster Prevention and Response Strategies (Draft), February 2020
- Amador County Behavioral Health Department Application to California Department of Veterans Affairs Mental Health Services Grant Program, February 2020
- Amador County Coordinated Public Transit-Human Services Transportation Plan, 2020-2024
- Central Mother Lode Regional Consortium Strong Workforce Program Regional Plan Update 2020
- Central Mother Lode Regional Consortium Strong Workforce Program Regional Plan Update 2019
- City of Jackson Community Wildfire Safety Program Presentation, April 2019
- City of Sutter Creek General Plan and Housing Element Annual Progress Report for 2019, February 2020
- Lone Wastewater Treatment Plant Solar Facility Project, Mitigated Declaration and Initial Study, Jan. 2019
- Amador County Economic and Demographic Profile by Rural County Representatives of California, 2018
- Amador County Agricultural Crop and Livestock Report, 2018
- Amador Countywide Pedestrian and Bicycle Plan, October 2017
- City of Jackson Sewer System Management Plan, April 2017
- Amador County Transportation Commission Triennial Performance Audit, FY 2015-15 through FY 2017-18
- High Country Community Wildfire Protection Plan, 2016
- Amador County Recreation Agency Park and Recreation Master Plan, November 2016
- City of Jackson Energy Action Plan, February 2015
- Amador County General Plan Economic Development Element, 2016
- Amador County Short Range Transit Development Plan for Years 2014 through 2019
- Amador County Long Range Transit Development Plan, February 2013
- City of Jackson Façade Improvement Program Guidelines, undated