



M.O.V.E. 2030: Mendocino Opportunities for a Vibrant Economy

Resiliency Planning team:

- Hon. Dan Gjerde, County of Mendocino, 4th District
- Hon. Ted Williams, County of Mendocino, 5th District
- Carmel Angelo, CEO County of Mendocino
- Brent Schultz, Dir. Building /Planning, County of Mendocino
- Darcie Antle, Deputy Chief Exc. Officer, County of Mendocino
- Mary Anne Petrillo, CEO West Business Development Center (interim coordinator)
- Paul Garza, West BDC Chairman of the Board
- Sheilah Rodgers, Interim Director EDFC
- Diann Simmons, EDFC
- Megan Barber-Allende, CEO Community Foundation
- Jeff Tyrell, Project Mgr Community Foundation

Proposed Timeline: Work in Progress

March: Define metrics, program goals, launch website and resource materials BOS Update

April: Kick-off event, GMAC Presentations, select community leads

May: Industry Cluster Analysis

June: Analysis of current Economic Development Activities BOS Update

July: Four City Analysis report

Sept: Community leads host stakeholder meetings BOS Update

Project Kickoff Event

In order to foster interest in a county wide engagement to develop an economic resiliency plan, we propose hosting an in-person kickoff meeting on April 30th in Ukiah that brings together the County BOS, City Managers, and City Council members from Ukiah, Fort Bragg, Pt. Arena and Willits. In addition, the public will be invited. The meeting goal would be to set the stage for the work ahead and to inform the audience on current economic trends. Speakers will provide a macro understanding of economic forces impacting our rural economy today as well as regional and state factors that could enable opportunities for Mendocino County over the next decade.

Some proposed speakers to be contacted are [Chris Thornberg](#), Beacon Economics; [Marek Gootman](#), Brookings Institute, [Robert Eyster](#), Economic Forensics; [Micah Weinberg](#), CEO CA FWD.

Economic Resiliency Implementation Plan (updates from 2/26/20 meeting input)

Tasks/Approach to Implementation

Phase 1: February – May

Articulate and Document Plan Goals

Our first step is for the Resiliency Planning team to establish a clear definition of our project goals – articulating what the county is hoping to accomplish with this plan. We start here to ensure the plan goals are not vague or generic, which would make it difficult to assess whether programs are performing well if the expected outcomes are not clear.

According to the EDA grant the purpose of the plan is to create a strategic economic framework for the activities and efforts of local governments, agencies, and organizations to create a resilient economy in Mendocino County.

We are scheduled to have a facilitated discussion to determine the plan goals, objectives and metrics. This has been scheduled for March 11 from 11 am - 2pm. These goals and metrics will be shared with the County BOS at their March 24 meeting.

Identify Potential Success Metrics

It is important that we define goals in such a way that they can be measured. The Economic Resiliency Team will work with the a 3rd party to help identify a limited number of common metrics that will help tell the story of how Mendocino County's resiliency plan can improve the economic condition over the next decade. Simple metrics work well to communicate outcomes with different stakeholders. Several metrics under consideration are 1) sales tax- city and county 2) living wage jobs 3) TOT collection 4) graduation rates 5) available workforce

Community Introductions

Keeping the community informed through strategic communications and events will also be a key tool for this project's success. When we receive more data, our plan is to host district specific meetings with constituents. During the early part of this phase however, we will consider hosting one meeting at each of the Municipal Advisory Council meeting to introduce the MOVE 2030 workplan and its project goals.

- 1) Gualala Municipal Advisory Council (GMAC)
- 2) Hopland Municipal Advisory Council (HMAC)
- 3) Laytonville Municipal Advisory Council (LMAC)
- 4) Redwood Valley Municipal Advisory Council (RVMAC)
- 5) Round Valley Area Municipal Advisory Council (RVAMAC)
- 6) Westport Municipal Advisory Council (WMAC)

Deliverable: Report on plan goals and metrics, MAC reports

Phase 2: April - July

Data Acquisition and Analysis

In partnership with the county we will obtain access to data that will provide baseline economic data from which we can benchmark and report on a basic set of indicators. The Resiliency Planning team will review data with an emphasis on outcomes that are best aligned with county's economic development goals and policy priorities.

A deeper understanding of each city's (Pt. Arena, Fort Bragg, Ukiah, Willits) economic status, opportunities and challenges will be coordinated by EDFC and the West Economic Development Coordinator.

Evaluate Current Economic Development Activities and Programs

We propose a 3rd party will work with the West Economic Coordinator to identified economic development programs and activities, currently serving county wide constituents. The objective will be to fully understand what they have implemented over the past 5 years and their associated results. A matrix will be developed that includes the role each program plays in supporting the county's stated economic development goals, program management processes, recent data collected on program's economic outcomes. The evaluation will describe how the programs have performed using data and

metrics jointly identified during the previous steps. A potential output from this information could be a resource guide.

Recommended organizations to review:

- North Coast Opportunities
- Healthy Mendocino
- Economic Development and Finance Corporation
- West Business Development Center
- Mendocino County Lodging Business Improvement District (Visit Mendo)
- Workforce Alliance of the North Bay
- Broadband Consortium
- Arts Council of Mendocino
- Mendocino Community College
- Rural Communities Housing Development Corporation

Comparison Benchmarking

TCCG Tech Coast Consulting Group LLC will analyze regional industry clusters and the employment multiplying effect that may have an impact on creating high wage jobs for the future. Dr. Wallace Walrod will develop data analytics and a database of:

- Define Industry clusters of promise for the county/region
- Identify clusters that are growing and those that are declining
- Identify clusters with Living Wage jobs

The Resiliency Planning team has identified four comparison regions (Mendocino, Sonoma, Humboldt, Lake) for benchmarking purposes.

This phase will evaluate the impact of the current county's economic development programming and combine it with new data from Cities and local regions. Research will be done to provide insights into how peer communities organize and provide similar Economic Resiliency Planning.

Deliverable: 4-City economic analysis, regional bench marketing, industry cluster reporting, 1st draft of the current economic development activities and their outcomes

Phase 3: August- December

Create Community Engagement leads

For our plan to have a long term rippling impact on the county we will seek out community leaders who can be champions for change in their community. They will advise and support our roll out of stakeholder engagement sessions and contribute to the decision-making process for a strategic plan.

Recommended community leads are: **TBD**

Stakeholder Outreach

Working with the Community Engagement leads we will schedule a series of events in partnership with each District Supervisor. The event will be to educate the public on the importance of economic growth to becoming a more resilient community and to showcase the data received. The intent is to lay the foundation of understanding of our assets and opportunities brought forth by the data gathered in previous phases. Working with workforce development organizations, business leaders (small, medium, and large firms) representing a diversity of industries, non-profit leaders and elected officials across Mendocino County to host these events.

Using stakeholder time efficiently the Community Engagement leads will obtain the insights necessary to gain additional feedback from engaged stakeholders and contributors to create a set of strategies for economic resiliency.

Implementation Analysis

The economic coordinator will work with the Community Engagement leads and the Resiliency Planning team (may need 3rd party facilitation) to create a set of implementation tactics for each strategy brought forth from stakeholder outreach.

Deliverable: Strategies for economic resiliency plan and draft implementation and cost analysis

Phase 4: December- March 2020

Report and Recommendations

The work would conclude with a final Economic resiliency and implementation plan. It will include a recommendation of selected economic development activities and the strategy to implement them over a ten-year period. The Mendocino County Board of Supervisors will review the plan and make any additional recommendations before voting for its adoption.

Community Engagement leads: **TBD**

- Tribal leaders
- Business (above 10 employee)
- Micro Business (Below 5 Employees)
- Ag? Non Profit? Healthcare? Emergency?

Third Party Consultants to consider

- Chris Thornburg, Beacon Economics
- Robert Eyler, Economic Forensics
- Miles Gordon, Kitchen Table consulting
- Micah Weinberg, CA FWD
- Marek Gootman, Brooking Institute
- Wallace Walrod, TCCG Tech Coast Consulting Group LLC
- Marie Jones Consulting