RECOMMENDED ACTION AND JUSTIFICATION:
(Policy Item: Yes XXX No ___)

- Adopt the Draft Mariposa County Job Creation Plan (Attachment #1);
- Direct staff to send the Plan to the Trade and Commerce Agency; and
- Direct staff to proceed with the steps necessary to implement creation of a Business Assistance Center under the name and supervision of the Economic Development Corporation of Mariposa County.

BACKGROUND AND HISTORY OF BOARD ACTIONS:

See attached Memorandum

LIST ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:

1. The Board could modify the Plan as desired, particularly Plan Requirements #4 (Job Creation Activities), #5 (Activities Priority), and #6 (Money Usage). These modifications could include designating the funding to be used for any number of potential activities which could result in job generation for CalWORKs recipients.

2. The Board could choose not to adopt a Job Creation Plan and not take advantage of the $50,846 allocated to Mariposa County.

COSTS: ( ) Not Applicable

A. Budgeted current FY $________
B. Total anticipated Costs $________
C. Required additional funding $________
D. Internal transfers $________

COSTS: ( ) 4/5th Vote Required

A. Unanticipated revenues $________
B. Reserve for contingencies $________
C. Source description: ____________________________

Balance in Reserve Contingencies, If Approved: $________

SPECIAL INSTRUCTIONS:
List the attachments and number the pages consecutively:

Memorandum w/ Attachment
Attachment #1 Draft Job Creation Plan

CLERK'S USE ONLY

Res. No.: 99-285 Ord. No.: __________
Vote - Ayes: ________ Noes: __________
Absent: ________ Abstained: ________
Approved ________ Denied ________

Minute Order Attached ________ No Action Necessary ________
The foregoing instrument is a correct copy of the original on file in this office.

Date: __________
ATTEST: __________
MARGIE WILLIAMS, Clerk of the Board

By: __________
Deputy

ADMINISTRATIVE OFFICER'S RECOMMENDATION:
This item on agenda as:

_______ Recommended
_______ Not Recommended
_______ For Policy Determination
_______ Submitted for Comment
_______ Returned for Further Action

Comment: __________

A.O. Initials: ________
THE BOARD OF SUPERVISORS OF MARIPOSA COUNTY, CALIFORNIA,

ADOPTED THIS Order on September 21, 1999

ACTION AND VOTE:

2:10 p.m. Sarah Williams, Interim Planning Director;
PUBLIC HEARING to Consider Adoption of the Draft Mariposa County Job Creation Plan (Continued from Policy on 9/14/99)
BOARD ACTION: Jay Pawlek, Senior Planner, presented the staff report. Staff responded to questions from the Board relative to formal recognition of the Economic Development Corporation (EDC) as the economic development organization and the current designation of Planning Department; whether any additional funding will be available; and creation of the Film Commission and this structure. Candy O’Donel-Browne, EDC Executive Director, provided input relative to the creation of a Film Commission and her contact with the State Film Commission and the need for a permit process and ordinance to clearly outline the process for the film industry. Staff responded to questions from the Board relative to existing processes for this type of activity. Janet Hogan, County Administrative Officer, stated she would like to work with Jay Pawlek and Candy O’Donel-Browne on the language relative to the financial impact to the County resulting from the Highway 140 improvement project. Candy O’Donel-Browne responded to questions from the Board relative to the survey results from the outlying areas of the County.

Public portion of the hearing was opened and input was provided by the following:

Neil Stonum advised that the Chamber of Commerce supports this plan.

Public portion of the hearing was closed and the Board commenced with deliberations. Candy O’Donel-Browne responded to questions from the Board relative to establishment of a business assistance center and future funding sources for operation of the center. (M)Stewart, (S)Parker, Res. 99-295 adopted:
1) adopting the draft Mariposa County Job Creation Plan, with direction to staff to work on the language relative to financial impacts to the County resulting from the Highway 140 project;
2) directing staff to send the Plan to the Trade and Commerce Agency; and
3) directing staff to proceed with the steps necessary to implement creation of a Business Assistance Center under the name and supervision of the Economic Development Corporation of Mariposa County, with direction to County Counsel to work on the service agreement/Ayes: Balmain, Stewart, Parker, Pickard; Excused: Reilly.

cc: File
MARIPOSA COUNTY

JOB CREATION PLAN

MOTHER OF COUNTIES

Adopted September 21, 1999

Board Resolution No. 99-295
Job Creation Plan Summary

The *Job Creation Investment Fund* grant program was created in legislation, AB1542, Section 19, Chapter 1.12., and is administered by the *California Trade and Commerce Agency*. Its purpose is to link county economic development activities to welfare reform.

This plan was prepared by the Economic Development Corporation of Mariposa County during 1998 and 1999 as a blueprint for establishing a local BUSINESS ASSISTANCE CENTER.

The grant money will be used by this center to assist businesses located in, or re-locating to, Mariposa County to prosper and grow, so they can create job opportunities for CalWORKs Recipients and other job seekers in the county.

The *Mariposa County Board of Supervisors* administered this grant from the Job Creation Investment fund through the *Mariposa County Planning Department*.

The *Economic Development Corporation of Mariposa County*, subcontractor, conducted a survey of 45 local businesses, facilitated six meetings of the *Job Creation Task Force*, held two brainstorming sessions open to the public, one public meeting to prioritize job creation activities, and wrote the final *Job Creation Plan*.

Plan Requirement No. 7 contains a complete list of participants in this project.
Plan Requirement No. 1

Concisely identify the number of CalWORKs Recipients in Mariposa County: 300

The number of CalWORKs recipients identified in Mariposa County during the month of August, 1998, was 277. Because the number fluctuates from summer to winter due to the seasonal employment of Mariposa’s tourist economy, the number identified as requiring jobs is estimated at 300.

Discretionary Contents: Identify employment and demographic characteristics and needs of the CalWORKs recipient labor force, such as sex, job skills, employment history, number of dependents, training and support needs.

Mariposa County CalWORKs (TANF) cases for August, 1998:

- Total cases receiving cash grant: 277
- Total children receiving cash grant: 533
- Total adults receiving cash grant: 283
- Total adults exempt from participation in Welfare to Work: 50
- Total adults required to participate in Welfare to Work: 233

Ratio of male to female:

- 25% male
- 75% female

Job Skill level:

- Never worked: 4%
- Unskilled: 74%
- Skilled: 20%
- Professional: 2%
**Current employment status:**

<table>
<thead>
<tr>
<th>Hours per week</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 15 hours</td>
<td>6%</td>
</tr>
<tr>
<td>15-29 hours</td>
<td>5%</td>
</tr>
<tr>
<td>30 or more hours</td>
<td>7%</td>
</tr>
<tr>
<td>Unemployed</td>
<td>82%</td>
</tr>
</tbody>
</table>

**Age:**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 20</td>
<td>2%</td>
</tr>
<tr>
<td>20-24</td>
<td>19%</td>
</tr>
<tr>
<td>25-29</td>
<td>23%</td>
</tr>
<tr>
<td>30-34</td>
<td>23%</td>
</tr>
<tr>
<td>35-39</td>
<td>16%</td>
</tr>
<tr>
<td>40-44</td>
<td>13%</td>
</tr>
<tr>
<td>45-49</td>
<td>3%</td>
</tr>
</tbody>
</table>

**Number of dependents:**

- Number of children receiving cash grant: 533
- Average number of children per case: 1.92

**Highest grade completed:**

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than high school</td>
<td>30%</td>
</tr>
<tr>
<td>High school or equivalent</td>
<td>70%</td>
</tr>
</tbody>
</table>

**Demographics provided by Mother Lode Job Training:**

Mother Lode Job Training (a JTPA funded agency) has provided statistics on 40 job placements of people with a history of welfare. They ranged in age from teenagers to adults in their mid-fifties, averaging just over 30 years. Most of these people received cash aid themselves. A few were adults on food stamps and some were children from welfare families.

From July 1, 1996 through June 30, 1997, a total of 18 people were placed in jobs. Eight were male, average age 31, and ten were female, average age 32. Of these, nine were placed in Mariposa, for an average hourly wage of $5.66, and nine were placed outside Mariposa, for an average of $9.12 per hour.

From July 1, 1997 through June 30, 1998, a total of 22 people were placed. Nine were male, average age 30, and 13 were female, average age 32. Fifteen found jobs in Mariposa at an average wage of $7.53. Seven found jobs outside Mariposa at an average wage of $11.13 per hour.
Some of these people attended a truck driving school. This training partially accounts for the higher wage outside Mariposa. The top wage of a welfare recipient in this group earned $17.31 per hour; he joined a trucking company in another state. A long term welfare recipient graduated at the top of that class. To remain close to her children, she worked in a neighboring county for $7.40 per hour. Truck driving positions are not based in Mariposa County.

The following chart shows job placements by twelve industrial categories. Distribution was fairly even by age and gender. Twenty two people, or 55%, were placed in Mariposa County, and 45% were out-of-county placements.

### Mother Lode Job Placements for Welfare Clients

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Food &amp; beverage</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Computer related</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Medicine</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Mechanic</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Trucking</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Retail sales</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Tourism</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Outdoor labor</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Office</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Construction</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Training &amp; education</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Sales</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8</strong></td>
<td><strong>14</strong></td>
<td><strong>10</strong></td>
<td><strong>8</strong></td>
<td><strong>40</strong></td>
</tr>
</tbody>
</table>

**Mariposa County’s Economic Cycles**

On the following page is a chart of open AFDC/TANF cases in Mariposa County from July, 1995, through July, 1998.

The annual cycles roughly mirror (in reverse) the cycles in Mariposa’s tourist economy. The welfare dips are in July, when all food service and tourist positions are filled in Mariposa. The welfare rolls swell in winter, when work is scarce.

There was a sudden drop in enrollment in 1997. No accurate survey as to the reasons was taken. According to the accompanying Job Creation Investment Fund Business Survey, Mariposa’s economy has been sluggish for several years. During this time, economic recovery elsewhere in the state has been good. The resulting job openings outside Mariposa may account for some of the success.
Plan Requirement No. 2

Identify Mariposa’s economic sectors, and/or companies, whose expansion offers the greatest opportunity to employ CalWORKs Recipients.

Occupational Openings

According to Labor Market Information projections published by California’s Employment Development Department in 1995, the following occupations are projected to offer the most jobs in the private sector by the year 2002 in the Mother Lode Consortium of Amador, Calaveras, Tuolumne and Mariposa Counties:

1. Cashiers  
   Tourism (small business)  
   670
2. Waiters and waitresses  
   Tourism (small business)  
   510
3. Retail salespersons  
   Tourism (small business)  
   460
4. Top managers  
   All industries  
   330
5. General office clerks  
   Tourism, business, manufacturing  
   280
6. Maintenance/utility  
   Tourism, manufacturing  
   230
7. Food preparation  
   Tourism (small business)  
   180
8. Recreation attendants  
   Tourism (small business)  
   180
9. Housekeeping/maids  
   Tourism (small business)  
   170
10. Food counter clerks  
    Tourism (small business)  
    150

The Tourist Industry

Tourism is Mariposa’s base industry. According to industry employment statistical averages reported by EDD for 1997, which is the most recent year corrected for accuracy, 1,480 workers were estimated working for motels and other lodging, not including the self-employed. That number is greater than any other single line of comparison. The next highest number was 890 workers reported in county government, followed by 640 in Federal government, 620 in trade, and 600 in retail trade (which includes food stores, and tourist-dependent restaurants, drinking establishments and shops.)

Yosemite visitors from all over the world support the motels, restaurants and shops in Mariposa County.
Declines in mining and forestry have concentrated the county’s job opportunities in tourism and government. As a result of this narrow economic base, Mariposa County’s median household income is lower than the statewide average.

Entry level positions for CalWORKs Recipients are provided by the motels, campgrounds, restaurants and shops that depend on tourism. Therefore, expansion in the tourist industry appears to offer the most immediate solution to employment of CalWORKs Recipients in the private sector.

County government depends heavily on tourism for transient occupancy tax and sales tax to finance services for the entire county. Therefore, growth in government jobs is related to the success of the tourist industry.

Location Filming

The film industry, based in California, is always looking for places to shoot scenes on location. This provides counties with a resource for infusion of dollars with very little cost to the county. A county hosting a film company does not need to invest in infrastructure, since the film company constructs its own temporary sets, and then is responsible for removing them. Furthermore, payment by film companies for emergency services supplement county support for those services.

An average film company, shooting on location, spends nearly $30,000 every day. Feature films can spend as much as $150,000 per day. Just one feature film generates $100,000 in sales tax alone.

One major film spends an average of $8,800,000 on location. A one hour television episode usually spends $400,000 on location.

This money goes to caterers, home owners, hair stylists, carpenters, electricians, photographers, etc. Additional dollars are spent throughout the community on lodging, food, gasoline, hardware, etc.

Open casting calls provide direct temporary work for local citizens. Film, video, and still photography generate a substantial direct economic benefit to local economies through purchase of goods, services and labor. Direct payments to local emergency services for equipment and staff supplement budgets. Public agency partners have expressed initial interest and willingness to cooperate.

In addition, communities enjoy residual tourism benefits arising from exposure in films and television programs.

Manufacturing

According to the 1995 EDD projections for the Mother Lode Consortium, manufacturing was projected to increase by 30 percent over the seven year period.
This suggests better performance than the service industry promises. However, only 200 people worked in manufacturing in Mariposa County in 1995, up to 210 in 1996, and back down to 200 in 1997. It will be interesting to watch these numbers.

Mariposa Community Profile Project II, a scientifically controlled survey on the attitudes of the general public in Mariposa County conducted in 1997-98, found that after eight years of flat growth in the county since the previous survey, a new interest in economic expansion is emerging. There is an interest in developing an economy that is less dependent on Yosemite National Park. The flood of 1997, and consequent economic losses due to the shut down of the Park, triggered a new awareness that we need to broaden the economic base of our community.

As part of this plan, a Job Creation Investment Fund Business Survey was conducted which uncovered the same beliefs among business people.

There is growing confidence that, with proper planning, a stronger economy can be cultivated without threatening the environment.

Expanding the economy to include small manufacturing companies would offer a broader array of career opportunities to CalWORKs Recipients.

### Rural Home Industry

Rural home industry is the term applied when individuals produce goods and services at home. Self-employed people such as consultants, mini-manufacturers and artists take advantage of this opportunity. Rural home industry presents an alternative to the traditional job, and acts as an incubator for creation of new business.

The Job Creation Investment Fund Business Survey revealed more start-up businesses than expansions of existing businesses in Mariposa County.

Rural home industry does not show up under industry employment on labor market information pages, because its entrepreneurs are self-employed and have different reporting mechanisms. However, an estimated 21 percent of job holders were assumed to be unreported in March, 1999, and a portion of this group is self-employed.

There are several advantages to home self-employment. First, Mariposa County’s land use regulations support this business activity. Second, Mariposa’s lack of a business license requirement was cited as favorable by the self-employed in the Job Creation Task Force business survey. Third, ISDN phone lines are available in a large part of the county to connect with the outside world.

Although this is not the solution for everyone, CalWORKs Recipients with talent, vision and strong work ethics can consider self-employment. Working at home allows mothers to be there when the children return from school, and cuts
baby sitter and transportation costs, all of which are serious considerations for CalWORKs parents returning to work.

**Small Business**

The majority of businesses in Mariposa County are small operations. They encompass most retail establishments, professional offices and specialty services. Most tourist facilities can be classified as small businesses.

Because there is no business license in Mariposa County, a complete list of small businesses cannot be identified. The Chamber of Commerce has over 300 members, but many are civic-minded individuals, not businesses. Registrations of “doing business as” only cover businesses operating under names different from those of their owners, so those, too, give a skewed impression.

The Job Creation Task Force decided to track family-run businesses in its Job Creation Investment Fund Business Survey, and found that 33 percent of respondents reported that their businesses were run by and for their families. Family members were often on the inside track to promotion in these concerns.

Among the respondents with fewer than 50 employees in the Job Creation Business Survey, staff sizes ranged from one owner-operator to 33, with 7.91 as the average in the high season, owners included.

The smaller the businesses in this survey, the less the turnover, especially in professional offices. Jobs are usually clerical in these businesses. Although openings are rare for CalWORKs Recipients, the few jobs available tend to be steady.

Larger businesses with more than 10 employees offer a broader variety of jobs with greater opportunities for advancement on the one hand, and more staff turnover on the other.

The largest businesses, with over 100 employees, are in tourism. These businesses report the most growth, providing the greatest number of new jobs for CalWORKs Recipients in Mariposa County.
Plan Requirement No. 3

Identify the needs of these economic sectors and/or companies to facilitate their expansion and the creation of employment for CalWORKs Recipients.

The Tourist Industry
Support Network

*Mariposa County needs a strengthened relationship with Yosemite National Park, with clear, ongoing communication.*

Tourist industry leaders have suggested that a designated liaison be named to keep the lines of contact constantly open between Yosemite National Park, Mariposa County, and Mariposa’s businesses.

Mariposa’s tourist industry is dependent on Yosemite as the primary tourist attraction in Mariposa County. Recent history demonstrates that any public perception of change in the Yosemite experience affects the economy of Mariposa County.

Because our fortunes are tied so closely together, Mariposa’s business community takes a profound interest in the activities of the Park Service. Planners are currently revising the Valley Implementation Plan. There is strong feeling that close contact must be maintained with them as they develop policies and practices that will affect our future.

YARTS and YATI negotiations opened the door to communication between Mariposa and Yosemite. This has created an opportunity to build an even stronger relationship.

Constant, ongoing communication is regarded as essential to our future prosperity. This has been identified by some business leaders as the most pressing need of the tourist industry.

*Keep tourists in Mariposa extra days* Keeping visitors in Mariposa County extra days would increase the revenue from meals and motel rooms. Development of attractive activities and experiences leads to extended stays. Any entrepreneur who plans to open a Mariposa-based visitor activity, such as bike rentals, museum, a dude ranch, water slides, etc., deserves business assistance in getting started.

The Yosemite Area Regional Transportation Strategy (YARTS) is working on a two year demonstration project scheduled for the year 2000. If this goes into
effect, busses will make daily runs from existing lodging facilities on the Hwy. 140 corridor into Yosemite National Park, and return the riders to those same facilities later in the day. This will promote two night stays instead of one night stays, since the visitors will return after check out. Most returning riders will be thinking of eating dinner at a local restaurant.

The potential success of any new tourist activity is enhanced by the marketing activities of the Mariposa County Visitors Bureau.

*Attract filming on location; an instant infusion of money and mystique.* We need a local filming ordinance and a quick filming permit process to take part in this lucrative activity. Filming companies expect and receive permits as quickly as the date of the request, and certainly not longer than 48 hours.

A filming ordinance to support a filming permit can be as short as three pages. It designates who issues the permits, and addresses how the permits are issued, criteria for selection, rules, liability provisions, and cancellation policy. The ordinance protects both the county and the film company.

As things currently stand, with no ordinance or permit provisions, any filming company who tried to film in Mariposa County would be restricted to such a degree that Mariposa might never recover credibility with that close, information sharing industry.

**Employment Training**

*The tourist industry needs a trained workforce.* There is currently no formal training available in Mariposa County for staff in the tourist industry. Each property provides its own on the job training. This training is accomplished with varying levels of success. Training is expensive in time and money, and when the Manager must choose between spending extra training time with an employee or performing other management chores, slow employees are weeded out. The large group of unemployed makes this practice more profitable than lengthening the training period to suit the abilities of the employee.

A brief attempt was made in the 1980’s at hospitality training through collaboration between Mother Lode Job Training and Yosemite Motels. The curriculum was thrown together in a hurry because of funding requirements. Nevertheless, it was effective. Trainees were employed and promoted within the industry as a result. This collaboration was brief because the money ran out.

Respondents to the Job Creation Investment Fund Business Survey complained that many in Mariposa’s workforce have a poor work ethic, are unskilled, inexperienced, uneducated, unqualified, and unable to read or count back change. This perception causes some employers to import talent from outside
the county. Conversely, some workers from Mariposa must move away from the county to get jobs.

In order to assure a return to the local workforce for CalWORKs Recipients, basic training in the most widely available jobs makes sense.

**Job Skills**

*Businesses need easy access to Mariposa’s workforce.* In order to supply business owners with a pool of appropriate job seekers, the federal Workforce Investment Act of 1998 has decreed that each local area shall have one central location devoted to the simplification of this process. One Stop Career Centers are opening all over the country, providing quick connections to the job ready, training to the unprepared, and how-to information on personnel issues to employers. Customer service is the new culture of these agency collaborations.

In Mariposa County, the Mother Lode Consortium is working to bring local agencies and services together to open the *Job Connection*, Mariposa’s One Stop Career Center. Current partners are Mother Lode Job Training, EDD, Welfare-to-Work, the Economic Development Corporation of Mariposa County, Infant and Child Enrichment Services, Green Thumb, Vocational Rehabilitation, and Merced College. There is an outreach program to include more partners in the near future.

Some time during 1999, business owners and job seekers will be able to call the *Job Connection*, which will act as matchmaker to employers and employees. Services and training will be available to both businesses and job seekers.

**Space Requirements for Manufacturing**

*Zoning and infrastructure are needed to attract small manufacturing companies.* Manufacturers require appropriate buildings or land that is already zoned, divided, and supplied with infrastructure.

A local manufacturing company, motivated to remain in Mariposa because of family roots, recently came close to relocating in Tuolumne County because there was only one zoned parcel available in Mariposa County with appropriate infrastructure. Fortunately, they took that parcel. Nineteen full time jobs, the majority of which are ideal for CalWORKs Recipients, would have relocated with this company.

There is a major gap between the vision of Mariposa’s citizens as reflected in two surveys (Mariposa Community Profile II and the Job Creation Investment Fund Business Survey), and the present reality. Mariposa’s citizens believe that bringing in high tech manufacturing will bring a necessary boost to Mariposa’s
economy. But zoning and infrastructure limitations restrict Mariposa’s ability to attract new business.

The Board of Supervisors is working hard on this issue.

Management and Technical Assistance

*Basic Business Training is needed for entrepreneurs.* Two of four Job Creation Investment Fund Business Survey respondents, classified under rural home industry, called for local business training for entrepreneurs. They believe that basic training is needed to help people set up new businesses, and to understand tax advantages of self employment.

They stated that training in how to set up a home enterprise would encourage self-employment of women who need to be home with their children, such as CalWORKs Recipients.

Entrepreneurs tend to be highly motivated. Their enthusiasm brings vitality into the community. If they have access to advice on how plan for success right at the beginning, their micro businesses have greater likelihood of success.

At the time this business plan is being written, there is no readily available service in Mariposa County to help entrepreneurs over the rough spots.

*An array of services is needed to stimulate and retain existing small businesses.* According to the Job Creation Business Survey, although many business owners believe they will be able to keep their businesses open, few are considering expansion.

Existing businesses are reporting revenue losses. Many appear to be struggling now and are cutting back. Most have expanded in the past, and most are open to the idea of future expansion. They simply do not see expansion as viable under the present economic climate. This is particularly interesting, because the national economic climate is soaring.

The few local businesses who are expanding are looking outside the county for customers. One respondent stated, “Our (company’s) future is in Oakhurst.” Chowchilla and Turlock were also mentioned.

In 1991, the EDC did a business survey of 23 businesses. Of the total number of businesses interviewed, eight (35%) are no longer in business in Mariposa County.

Four respondents in the 1991 survey indicated interest in business training. Of the four who originally requested these services, two have gone out of business. The other two were re-interviewed in the Job Creation Survey of 1998-99, and are operating stable businesses today, although one respondent had three businesses in 1991, and has closed two businesses in the interim. Neither has expanded its
workforce, although each has added real estate improvements since the first interview.

These statistics indicate that a program of assistance for small businesses is essential to maintain the businesses we have.

**Quality of Life**

*Keep Mariposa attractive to business owners and managers.* The Job Creation Business Survey revealed almost universal agreement that the quality of life in Mariposa County attracts business owners and executives. Maintaining that quality of life, therefore, is paramount in keeping and attracting entrepreneurs around whom business life revolves.

*Hold on to what we have.* Maintain clean air, water, and scenery. Support and improve local schools, medical facilities, library. We need to preserve open spaces and the rural feel of Mariposa.

*Expand medical services.* Mariposa has a significant population of retired people. Assisted living centers, skilled nursing facilities and rehabilitation centers need to be located in Mariposa County to serve this group. The existing demand is greater than the supply. And attracting new patients from other counties to a rehab center would increase the revenue of local motel rooms and restaurants.
Plan Requirement No. 4

Identify specific Job Creation Activities that respond to these needs and are targeted to employ CalWORKs Recipients.

The most immediate need in Mariposa County is to establish a BUSINESS ASSISTANCE CENTER that can provide business assistance to local employers. No such service currently exists.

In order to determine which job creation activities would best suit our community, two identical brainstorming sessions were opened to the public in Mariposa County on January 28th and 29th, 1999.

The results of those sessions were added to insights from the Job Creation Business Survey and private suggestions from interested parties. The total input is condensed on the pages at the end of this section.

For the purposes of Plan Requirement No. 4, the job creation activities that are traditionally pursued by Economic Development Organizations have been divided into headings of:

1. business retention,

2. business expansion, and

3. business recruitment.
Business retention

Business retention is now widely considered to be the most important economic development activity. Existing businesses form the stable base of the area's economy, and often help bring in other businesses. Loss of existing businesses can be devastating.

The following job creation activities brainstormed by the citizens of Mariposa County are business retention activities:

Entrepreneur Academy: This includes a cluster of activities such as:

1. providing individual business counseling to business principals,

2. offering seminars, as requested by level of response from business owners, on such subjects as:
   - marketing
   - hiring and firing
   - employee retention practices
   - payroll reporting
   - developing a business plan
   - budgeting
   - simplified accounting
   - finding and applying for loans
   - tax information, and/or
   - use of business software

3. providing low-interest, micro-enterprise bridge and revolving loans to start up businesses.

Note: There is no business assistance center in Mariposa County currently offering all of these services to start-up businesses.

Study on the economic benefits of buying locally: The hypothesis is that local businesses may have to charge more than warehouse suppliers elsewhere, but local purchases generate local sales tax, and the money paid to local businesses circulates a number of times before it leaves the county.
**Business Inventory Survey:** Survey the Mariposa’s existing businesses and identify business gaps. Make this information available to the local business community to help with business plans and reduce bankruptcies and closures.

**Business expansion**

*Business expansion is the primary focus of the Job Creation Investment Fund. Expansion of existing business is the most direct route to job creation. The following job creation activities brainstormed by local citizens are categorized as business expansion, although there is obviously some overlap:*

**Planning Process Ombudsman:** An ombudsman provides introductions, information, and follows the planning process to assist business decision makers who wish to build or expand operations in Mariposa County. It is important to separate this service from the services of a regulatory agency.

**Provide information on financing:** This traditional EDC service benefits local businesses of all sizes who wish to expand.

**Job Connection:** The concept of One Stop Career Centers, envisioned by the new Workforce Investment Act, requires participation by the business community, specifically by EDC’s, to successfully provide employment to job seekers. Entrepreneurial seminars mentioned above can be presented by Job Connection partners. Easy access to a workforce can be accomplished through the EDD’s CalJOBS on the Internet network. The One-Stop is the most reasonable entity to track job placements of CalWORKs clients.

**Market Mariposa County** to Yosemite Concession Services and the National Park Service to influence them to center their administrations in Mariposa County.
Business recruitment

Business recruitment is the traditional role of economic development organizations. Recruitment generates new dollars into the community.

The following job creation activities brainstormed by local citizens are categorized as business recruitment:

Market Mariposa through participation in the Central Sierra Marketing Group: This group is devoted to marketing the Sierra foothills of Central California to business decision makers, largely in high tech businesses.

The Economic Development Corporation of Mariposa County participates in this four and a half county consortium, of which it was a co-founder. This group is closely aligned with the California Trade and Commerce Agency’s Sacramento office, which brings major industries into California from all over the world.

Marketing efforts are aimed at decision makers in companies involved in technology. This year, ads are being placed in Inc. and Upside, magazines targeted to top managers of growing companies. Leads come to Trade and Commerce, and are then transferred to local EDC’s.

CSMG also participated in the TeamCalifornia booth in electronics trade shows in Anaheim called WESCON (September, 1998) and NEPCON WEST (February, 1999.)

Follow development of U. C. Merced: This new campus is considered by most business leaders to be the key to future development in Mariposa County, because of its placement near the county line. It will provide a payroll which will grow to 600 million annually over the next 25 years. Therefore, monitoring the development of this campus is important to Mariposa’s economic future. The Mariposa County Chamber of Commerce has been involved in this process. Job Creation Investment Funds can support EDC staff participation in this process.

Note: The chart on the following pages summarizes the concepts generated by local citizens in brainstorming sessions and individual interviews.
<table>
<thead>
<tr>
<th>Growth Needs of Economic Sectors</th>
<th>Responsive Job Creation Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality of life:</strong></td>
<td></td>
</tr>
<tr>
<td>Keep Mariposa attractive to business owners</td>
<td>Maintain clean air, water, scenery</td>
</tr>
<tr>
<td></td>
<td>Improve schools, library, shopping</td>
</tr>
<tr>
<td></td>
<td>Establish entertainment, theaters,</td>
</tr>
<tr>
<td></td>
<td>art colony, golf course</td>
</tr>
<tr>
<td>Preserve open spaces and rural feel of Mariposa</td>
<td>Delineate TPA growth boundaries</td>
</tr>
<tr>
<td></td>
<td>Encourage working dude ranches</td>
</tr>
<tr>
<td></td>
<td>Provide incentives for displaying</td>
</tr>
<tr>
<td></td>
<td>livestock</td>
</tr>
<tr>
<td></td>
<td>Organize buffalo exhibit,</td>
</tr>
<tr>
<td></td>
<td>ostrich show</td>
</tr>
<tr>
<td></td>
<td>Large, independent petting farm</td>
</tr>
<tr>
<td></td>
<td>Equestrian center, major shows</td>
</tr>
<tr>
<td></td>
<td>Support wineries</td>
</tr>
<tr>
<td>Maintain and expand medical services</td>
<td>Make acute care &amp; emergency</td>
</tr>
<tr>
<td></td>
<td>medical services a county priority</td>
</tr>
<tr>
<td></td>
<td>Facilitate cluster housing &amp; retirement</td>
</tr>
<tr>
<td></td>
<td>condos near medical facilities</td>
</tr>
<tr>
<td></td>
<td>Target other medical facilities such as</td>
</tr>
<tr>
<td></td>
<td>• rehab center</td>
</tr>
<tr>
<td></td>
<td>• convalescent care</td>
</tr>
<tr>
<td></td>
<td>• assisted living center</td>
</tr>
<tr>
<td></td>
<td>• skilled nursing facility</td>
</tr>
</tbody>
</table>
The Tourist Industry
Strengthen relationship with Yosemite National Park

Establish and maintain regular communication
Move YCS operations to Mariposa
Move NPS personnel operations to Mariposa

Provide trained workforce to tourist industry

Establish a Hospitality Training Institute

Support our local Film Commission

Develop a local filming ordinance to expedite filming
Design a film permit
Designate a paid individual to issue film permits and assist filming companies

Keep tourists in Mariposa extra days

Promote & support tourist enhancements such as
  • coordinate downtown business association
  • sidewalk beautification
  • downtown evening hours
  • bike rentals
  • water slides
  • spas
  • child care for tourists
  • Elderhostel events
  • vintage week, historical clothing

Pursue Merced River Trail Project
Organize services for tour busses
  • cleaning
  • motel porters
  • guides
  • driver services
Manufacturing
Attract high tech and small manufacturers

Rural Home Industry
Stimulate home enterprise and small business

Small Business
Expand existing business, establish new business

Airport improvements
- better tie downs
- provide mechanic service and inspections
- passenger service to major airports
- air tours for tourists

Designate and zone a business park with infrastructure
Market Mariposa to company decision makers

Entrepreneur Academy/Business Incubator
- hold business training how-to seminars
  business plans and loan applications
  tax benefits, payroll reporting, accounting
  hiring and firing, employee retention
  marketing
- provide bridge loans and
- micro enterprise low interest revolving loans
- provide child care training/licensing referrals

Ombudsman to streamline planning process
Provide financing information
Encourage commercial growth in TPA's
Survey business inventory; identify business gaps
Study benefits in taxes and local $ turnaround involved in
  buying locally vs. participating in leakage
Provide easy access to Mariposa’s workforce

Support The Job Connection, a one-stop career center sensitive to the needs of employers

Monitor the development of U.C. Merced

Develop links to developing University
Track progress through those links
Follow development of U.C. Merced infrastructure
Look for ways to link Mariposa County to University growth
Plan Requirement No. 5

Evaluate and rank the Job Creation Activities listed in Plan Requirement No. 4 according to priority for implementation.

*On Wednesday, March 24th, 1999, the Economic Development Corporation hosted a joint meeting with the Job Creation Task Force to evaluate and rank the Job Creation Activities chosen by the citizens of Mariposa. The results follow:*

### Job Creation Activities appropriate for inclusion in the Job Creation Plan

<table>
<thead>
<tr>
<th>Rank Order</th>
<th>Job Creation Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td><strong>Establish a Business Assistance Center in Mariposa County.</strong>&lt;br&gt;The mission of this center will be to carry out as many Job Creation Activities identified in this plan as possible, given limited resources. The center can be flexible enough to respond to the changing economic needs of Mariposa County as it grows. (ALL ECONOMIC DEVELOPMENT ACTIVITIES)</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>Monitor the development of the University of California at Merced; develop ways to link growth of the University to growth in Mariposa County. (BUSINESS RECRUITMENT)</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Develop a draft of a filming ordinance and filming permit. (BUSINESS RECRUITMENT)</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>Establish an Entrepreneur Academy. (BUSINESS RETENTION)</td>
</tr>
<tr>
<td><strong>5</strong></td>
<td>Provide an ombudsman to streamline the planning process. (BUSINESS EXPANSION)</td>
</tr>
<tr>
<td><strong>6</strong></td>
<td>Market Mariposa to Yosemite Concession Services; influence them to move their operations to Mariposa County.</td>
</tr>
</tbody>
</table>
7 Work with the Job Connection, the One Stop Career Center that is being developed to supply employers with qualified employees.

8 Market Mariposa County through the Central Sierra Marketing Group. Follow up with prospects.

8 Market Mariposa to the National Park Service; influence them to keep personnel operations local.

10 Study the economic benefits of buying locally in sales taxes and financial turnaround.

10 Provide information on financing.

12 Survey business inventory in Mariposa County.

12 Refer businesses to available county services.

Other Activities

The following activities were also chosen by the citizens of Mariposa during the development of this plan. All of the ideas brainstormed by the citizens of Mariposa County are worthy, and all affect the economic climate of Mariposa County. They are listed here in order of priority established by the Job Creation Task Force and members of the public on March 24, 1999.

Some activities are not appropriate for direct financial support by the Job Creation Investment Fund for various reasons.

For instance, some activities are already being pursued by existing groups, and have no need for these funds. The Mariposa County Board of Supervisors and the Planning Department are addressing land use. The Mariposa County Visitors’
Bureau provides specific business retention activities by promoting tourism; MERG safeguards the quality of life in Mariposa; and so forth.

Some activities suggested by the public require lobbying, which the EDC cannot legally do as a 501 (c) (3) tax-exempt agency.

A Hospitality Training Institute would be a valuable tool to Mariposa County businesses and CalWORKs Recipients alike, but Job Creation Fund money may not be used for training. It may, however, be used for facilitating discussions on the subject.

Many of the following activities identified by Mariposa’s citizens call for establishment of new businesses. While these do not qualify for direct funding from the Job Creation Investment Fund, they do qualify for services from the EDC Business Assistance Center created by the Job Creation Investment Fund.

<table>
<thead>
<tr>
<th>Rank Order</th>
<th>Job Creation Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Make acute care and emergency medical facilities a county priority to attract and retain retired citizens, and protect the general population.</td>
</tr>
<tr>
<td>1</td>
<td>Encourage business growth in town planning areas close to developed infrastructure; keep the open vistas and rural feel of the countryside.</td>
</tr>
<tr>
<td>3</td>
<td>Allocate County resources to take advantage of the economic opportunities that present themselves as the 10th campus of the University of California is developed in Merced County.</td>
</tr>
<tr>
<td>3</td>
<td>Establish entertainment for Mariposa County such as a theater, a golf course, and an art colony.</td>
</tr>
<tr>
<td>5</td>
<td>Bring in other medical facilities such as a skilled nursing facility, an assisted living center, a convalescent care center, and a rehabilitation center which would entice relatives to stay in local motels and make food and other purchases locally.</td>
</tr>
<tr>
<td>5</td>
<td>Monitor the plans and policies of Yosemite National Park, keep local businesses informed. Our future is inextricably linked to Yosemite, and their plans have a direct, potent effect on our economy.</td>
</tr>
<tr>
<td>5</td>
<td>Designate and zone an established business park with infrastructure to</td>
</tr>
</tbody>
</table>
entice healthy, profitable businesses to move to Mariposa County.

5 Promote and support tourism enhancements such as beautification of the downtown sidewalks, evening hours in downtown stores, bike rentals, water slides, spas, Elderhostel events, vintage events, and use of historical costumes.

5 Establish an equestrian center with major horse shows and contests.

5 Encourage working dude ranches.

5 Provide incentives for displaying livestock visible to tourists and citizens.

5 Improve our schools, library and shopping.

5 Pursue the Merced River Trail Project.

14 Maintain clean air and water.

14 Establish a large private petting farm.

14 Organize a buffalo exhibit, ostrich show, exotic animal events.

14 Support local wineries.

14 Work on airport improvements such as better tie downs, mechanic services, air tours, and possible passenger service.

14 Organize services for busses.

14 Cluster housing near medical facilities to attract retired people.
Plan Requirement No. 6

Identify how Job Creation Investment Funds will be used in each project that will be implemented with Job Creation Investment Funds.

**Project:** The Job Creation Investment Funds will be used to create a BUSINESS ASSISTANCE CENTER for Mariposa County, under the name and supervision of the Economic Development Corporation (EDC). The funds will be used to establish limited operations for the first year.

The purpose of the EDC’s business assistance center will be to pursue Job Creation Activities by assisting new and existing businesses in Mariposa County.

The office will be staffed by one person; the Executive Director. The Director will require advanced skills, which the Job Creation Investment Fund will not fully cover. Therefore, it will be necessary to hire for a part time position, at 30 hours per week for one year, to establish the office.

When the office is established, the Director’s objectives will be to perform as many Job Creation Activities listed in this plan as possible, in order of priority, given limited available staff time.

In the absence of the Executive Director, the EDC phones will be answered in person, seven days a week, by an answering service operated by a Mariposa County business owner.

The office will be established in a central location, with easy proximity to the Mariposa County Planning Department, the Mariposa Job Connection, the Mariposa County Visitors Bureau, and local banks.

The corporation will work toward establishing electronic linkage with outlying areas in the county. If funds permit, consideration will be given to establishing an 800 line to reduce calling costs from the Hornitos Telephone District in the northern portion of the county.
The following pages contain a history of the Economic Development Corporation of Mariposa County, a budget for the first year of operation, and a job description of the Executive Director.

**Background Information on EDC**

The Economic Development Corporation of Mariposa County (EDC) has been in existence for nearly ten years. The first minutes were recorded in December, 1989.

The EDC was incorporated on September 21, 1990. An IRS exemption letter was issued on August 20, 1991, granting the EDC status of a 501 (c) (3) tax exempt corporation. An office opened briefly in 1990, and closed due to lack of funds early in 1991. Since that time, there has been a great deal of talented volunteer activity, including:

- a series of business seminars
- business counseling by SCORE volunteers
- development of an award winning strategic plan
- three grant applications submitted; two awarded
- local volunteers helped found the Central Sierra Marketing Group, and helped design its brochure and marketing plan
- business recruiting activities
- breakfast meetings established in 1995, held regularly to conduct business and educate Mariposa’s business people about economic development

This volunteer activity has been outstanding. However, there are drawbacks to operating without either an office or a daily staff. Volunteers who leave because of life changes or to pursue economic opportunity elsewhere cannot be replaced without a salary. And lack of a staffed office deprives the corporation of a sense of legitimacy.

Mariposa County remains one of the few counties in California without a salaried EDC staff. In order to effectively pursue any Job Creation Activities at a local level, it is necessary to establish a functional, staffed business assistance center.
## BUDGET

### SOURCES

<table>
<thead>
<tr>
<th>SOURCES OF FUNDS</th>
<th>Cash</th>
<th>In Kind</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Job Creation Investment Funds (JCIF)</td>
<td>53,610</td>
<td></td>
<td>53,610</td>
</tr>
<tr>
<td>B. Local Contributions</td>
<td>3,200</td>
<td>23,700</td>
<td>26,900</td>
</tr>
<tr>
<td><strong>TOTAL FUNDING</strong></td>
<td>56,810</td>
<td>23,700</td>
<td>80,510</td>
</tr>
</tbody>
</table>

### USES

<table>
<thead>
<tr>
<th>BUDGET CATEGORIES</th>
<th>JCIF</th>
<th>Local</th>
<th>Other</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Personnel, (part time)</td>
<td>40,000</td>
<td></td>
<td></td>
<td>40,000</td>
</tr>
<tr>
<td>Salary</td>
<td>32,000</td>
<td></td>
<td>32,000</td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td>8,000</td>
<td></td>
<td>8,000</td>
<td></td>
</tr>
<tr>
<td>B. Travel Expenses</td>
<td>1,700</td>
<td></td>
<td>1,700</td>
<td></td>
</tr>
<tr>
<td>C. Supplies</td>
<td>3,100</td>
<td></td>
<td>3,100</td>
<td></td>
</tr>
<tr>
<td>D. Equipment</td>
<td></td>
<td>3,200</td>
<td>3,200</td>
<td></td>
</tr>
<tr>
<td>E. Postage</td>
<td>700</td>
<td></td>
<td>700</td>
<td></td>
</tr>
<tr>
<td>F. Printing (incl. Letterhead)</td>
<td>1,000</td>
<td></td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>G. Contracts</td>
<td>3,300</td>
<td>21,000</td>
<td></td>
<td>24,300</td>
</tr>
<tr>
<td>H. Other Expenses</td>
<td></td>
<td></td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Insurance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent</td>
<td></td>
<td>2,700</td>
<td>2,700</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>360</td>
<td></td>
<td>360</td>
<td></td>
</tr>
<tr>
<td>Phone</td>
<td>1,450</td>
<td></td>
<td>1,450</td>
<td></td>
</tr>
<tr>
<td><strong>Total Direct Charges</strong></td>
<td>53,610</td>
<td>26,900</td>
<td>80,510</td>
<td></td>
</tr>
<tr>
<td><strong>Total Indirect Charges</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL BUDGET</strong></td>
<td>53,610</td>
<td>26,900</td>
<td>80,510</td>
<td></td>
</tr>
</tbody>
</table>

- The Executive Director's salary is based on an annual salary of $40,000 for five days, restricted to four days here due to limited funds.

- Equipment estimated at $3,200, such as furniture and computer, will be donated by local businesses and the Job Connection.

- The office rental of $2,700 is donated by County Bank.

- Under contracts, $2,700 is for audits, $300 refers to the annual cost of the answering service, and $21,000 is the in-kind cost of preparing the Job Creation Plan.
Executive Director
Job Description

The Executive Director is responsible for establishment and overall operation of the EDC Business Assistance Center of Mariposa County, including establishment of an EDC office, resource development, fiscal management, program management, and public relations and accountability.

Required Activities:
- Oversee set up of fiscal mechanisms, electronic equipment, files and office procedures
- Establish contact with U. C. Merced administration, work with a committee of the Board of Directors to track development
- Draft a filming ordinance and a film permit, work with a committee of the Board of Directors to identify potential conflicts and set limits
- Develop an entrepreneur academy including:
  - providing personal business counseling to business principals,
  - arranging at least one series of business seminars during the first year, and
  - developing plans for micro-enterprise revolving loan program
- Develop and distribute an information packet outlining Mariposa County’s planning process
- Provide personal introductions between planners and builders
- Participate as a Core Member of the Mariposa Job Connection
- Participate in the Central Sierra Marketing Group
- Develop and distribute an information packet for relocation prospects interested in moving appropriate businesses to Mariposa County
- Respond to all inquiries from businesses interested in re-locating to Mariposa County
- Pursue additional funding to enhance job creation activities
- Pursue any other lawful job creation activity deemed necessary and reasonable by Mariposa County’s business community to advance the likelihood of job creation

This position is contractual, and is for one year at approximately 30 hours per week. The Executive Director reports directly to the Board of Directors of the Economic Development Corporation of Mariposa County monthly, the Job Creation Task Force quarterly, and provides written reports to all funding resources as required.

Salary: $2,667 per month
Plan Requirement No. 7

Description of the links and collaboration with local government agencies, nonprofit organizations, employers, and other local entities that have occurred in preparing the Job Creation Plan.

The Board of Supervisors of Mariposa County administered this grant from the Job Creation Investment fund through the Mariposa County Planning Department.

The Economic Development Corporation of Mariposa County, subcontractor, conducted a survey of 45 local businesses, facilitated six meetings of the Job Creation Task Force, held two brainstorming sessions open to the public, hosted a joint EDC/Task Force public meeting to prioritize job creation activities, and wrote the final Job Creation Plan.

Individuals Who Participated

Mariposa County Board of Supervisors:
- Patti Reilly, Supervisor, District 1
- Doug Balmain, Supervisor, District 2
- Bob Stewart, Supervisor, District 3
- Garry Parker, Supervisor, District 4
- Bob Pickard, Supervisor, District 5

Job Creation Task Force membership:
- Bill Pettus, Superintendent, Mariposa County Unified School District
- Tom Archer, Director, Mariposa County Department of Human Services
- Karen Clay, Secretary, Economic Development Corporation
- Mike Edwards, Director, Mariposa County Department of Public Works
- Steve Hayes, Director, Mariposa County Visitors’ Bureau
- Janet Hogan, Chief Administrative Officer, Mariposa County
- Ed Johnson, Director, Mariposa County Planning Department
- Jan Mennig, Director, Mariposa County Chamber of Commerce
- Gwen Nitta, Manager, Mariposa Office of Mother Lode Job Training

Job Creation Task Force alternates:
- Nancy Bell, CalWORKs Coordinator, Department of Human Services
- Jay Pawlek, Senior Planner, Mariposa County Planning Department
- Sue Overstreet, Director of Special Programs, Unified School District
The Board of Directors of the EDC:
Candy O’Donel-Browne, President
Lorelei Begley, First Vice-president
Neil Stonum, Second Vice-president
Karen Clay, Secretary
Jan Hamilton, Treasurer
Art Baggett, member
Pat Dorato, member
Joe Fox, member
Joan Gloor, member
Gwen Nitta, member
Fran Schloothauer, member
Lowell Young, member

Business Leaders Surveyed:
Tourism/Restaurants:
Greg Anguiano, Owner/Operator, Castillo’s (Restaurant)
Neal O’Donel-Browne, Owner, KOA Yosemite/Mariposa (RV Park; 89 sites)
Elvera Bullis, Proprietor, The Rose (Coulterville Café)
Daniel Elsom, Owner, Yosemite Dan’s (Delicatessen)
Jerry Fisher, President, Yosemite Motels (850 rooms & restaurant)
Parker Fausnight, Owner, Triangle Pines Restaurant
Greg and Diane Fritz, Owners, Happy Burger (Restaurant)
Joan Gloor, Owner, Mariposa Lodge (Motel; 49 rooms)
Caroline McGrath, Assistant Manager, Yosemite Bug LLC, Hostel
Robert and Barbara Taylor, Owners, Owl’s Nest Lodge, Fish Camp

Home Enterprise:
Karen Clay, Owner, Sierra Events & Business Coaching (Consultant)
Diane Donahue, Owner, Dilly’s Delights (Clothing & accessories)
Kathy McCorry, Owner, Kathy’s Klothes (Sportswear Manufacturer)

Small Business:
Steve Allison, President, Allison Sierra Inc. (Construction, roads)
Karl Bauman, Owner/Broker, Cathey’s Valley Real Estate
Bill Bondshu, Resident Vice-president, Bondshu Insurance Agency
Marguerite Collins, Owner/Agent, Circle Three Travel Agency
Dieter Dubberke, President/CEO, Pioneer Market, Yosemite Liquors,
Mail Boxes Etc., BP Service Station, and Sawmill Restaurant
Dean Fouch, President, Owner/Operator, Fouch Enterprises Inc. (Sawmill)
Larry & Joan Laity, Owners, Sierra Stationers
Gene Mikel, Co-owner, Century 21 Sierra Gold
Elna Philbert, Owner/Broker, Realty World, D & E Realty
Nancy Radanovich, President, The Vault (Ladies’ Apparel, Retail)
Neil Stonum, President, Mariposa County Title Company
Dan Tucker, Publisher/Editor, Mariposa Gazette (News Media)
David Wise, Owner/Operator, Natural Environments (Construction, buildings)
Lowell Young, Owner, Mariposa Self Stor (Storage units)

Manufacturing:
John Samples, Operations Manager, Grace Note Chimes, Inc.

High Tech:
Dean Bernacchi, Vice-president, Ed Tech Computer Services

Services:
Lorelei Begley, Executive Vice-president, Yosemite Bank
Kathie Butler, Executive Director, Mountain Crisis Services (Non-profit)
Pat Dorato, Manager, County Bank’s Mariposa Branch
James A. Eskra, EA, Owner, Business and Tax Consultant
Shirley Faleski, Owner, A Beauty Salon For Everyone (Cathey’s Valley)
Lynn Gill, Owner, Dr. Lynn M. Gill, Optometrist
Ron Judice, Owner, Photo Express (Photography Service)
Lee Jorgensen, Director, Infant Child Enrichment Services (Non-profit)
Paul H. Simmons, Partner, Paul H. Simmons & Co. C.P.A.
Don Starchman, Owner/Sole Proprietor, Donald J. Starchman, Attorney at Law

Employers in Public Sector (who also offer opportunity to CalWORKs Participants):
Joe Babcock, Facilities Maintenance Director, Unified School District
Elnora George, Interim CEO/CFO, J.C. Fremont Healthcare District
Janet Hogan, Chief Administrative Officer, Mariposa County Government
Gwen Nitta, Program Manager, Mother Lode Job Training
Cindy Perkins, Superintendent, Mt. Bullion Youth Conservation Camp (CYA)
Pelk Richards, Sheriff, Mariposa County Sheriff’s Department

Citizens who participated:
Jesse Bloom, Mariposa High School student leader
Barry Brouillette, Vice-president, Yosemite Motels
Delores Hahn, Century 21 Sierra Gold
Jan Hamilton, President, Mariposa Firesafe Council
Bob Hamilton, Rancher
Karen Keyser-Shank, Citizen
Wendy Marsh, Citizen
Fran Schlothauer, Director, Farm Bureau
Shirley Schmelzer, MERG and advocate of retired community

Each of the above participants devoted at least one hour to this project; many attended several meetings or assumed dual roles in information gathering and decision making activities.
Description of the links and collaborations and that will occur in implementing the Job Creation Activities.

*Mariposa County Board of Supervisors* will contract with the EDC to use Job Creation Investment Funds to establish an EDC Business Assistance Center to carry out the Job Creation Activities.

*EDC Board of Directors* will have direct responsibility for the oversight of the EDC Business Assistance Center and its Executive Director. The EDC Board is composed of local business and community leaders. The EDC will host quarterly meetings of the Job Creation Task Force.

*The Job Creation Task Force* will oversee implementation of the Job Creation Plan. Task force members and alternates represent various Mariposa County departments, agencies and business groups.

*The Business Community* is strongly represented on the EDC Board of Directors. Outreach will be made to accept input from business leaders not represented on the EDC Board. This connection will maintain a strong feedback loop between the project and local business people.

*Mariposa County Visitors’ Bureau*, member of the Job Creation Task Force, is devoted to business retention in the tourist industry by marketing the area. The EDC and the Visitors Bureau currently collaborate on various projects, and will continue to do so.

*The Mariposa Job Connection*, Mariposa’s One Stop Career Center, a collaboration between many agencies to unite employers with competent employees in Mariposa County, is represented on the Job Creation Task Force. The EDC has played an active role in this collaboration from the beginning. Continued participation is an identified Job Creation Activity in this plan.

*The Mariposa County Chamber of Commerce*, member of the Job Creation Task Force, has discussed sharing office staff with the EDC at some future date, after the EDC is firmly established.

*The Mariposa County Planning Department*, member of the Job Creation Task Force, and the EDC will work together to simplify the planning process for businesses that expand or relocate.
Plan Requirement No. 8

Identify performance standards developed locally to measure the success of Job Creation Activities.

**Performance Standard Number 1:** Establishment of a Business Assistance Center within three months of release of funds to the EDC.

**Performance Standard Number 2:** Hire an Executive Director within three months of release of funds to the EDC.

**Performance Standard Number 3:** Develop a relationship with U.C. Merced administration to enable the EDC to monitor its development.

**Performance Standard Number 4:** Draft a filming ordinance and permit form. Forms to be reviewed by the Board of Supervisors during the first year of operation.

**Performance Standard Number 5:** Develop an Entrepreneur Academy with business counseling and seminars within six months of hiring the Executive Director. Develop a plan concerning revolving micro-loans during the first year.

**Performance Standard Number 6:** Develop and distribute information packet outlining Mariposa’s planning process during the first year.

**Performance Standard Number 7:** Develop information packet for prospects generated by the Central Sierra Marketing Group during the first year.

**Performance Standard Number 8:** Assist in creation of 5 jobs by performing Job Creation Activities during the first two years.
**Performance Standard Number 9:** Assist in creation of 2 jobs for CalWORKs Recipients by performing Job Creation Activities during the first two years.

**Performance Standard Number 10:** Provide business assistance to 10 businesses during the first year.

**How results will be tracked and measured:**

The **Board of Directors of the Economic Development Corporation** will oversee the job performance of the Director of the EDC, who will make monthly reports at board meetings. All members of the public are invited to attend these breakfast meetings which are advertised in both local newspapers.

The **Job Creation Task Force** will be invited to meet with the Board of Directors four times a year to receive quarterly written progress reports on the Job Creation Activities.

An annual report will be submitted to the **Mariposa County Board of Supervisors**.

The reporting system used to identify the Mother Lode Job Training job placements reported in Plan Requirement No. 1 of this Job Creation Plan will be implemented, unless it is replaced by a new One Stop reporting system. CalWORKs Recipient placement will be monitored by the **Job Connection**, Mariposa’s One Stop Career Center. Planning discussions in the four-county Mother Lode Job Training consortium are currently revolving around methods of developing tracking systems at the centers that will satisfy the requirements of both CalWORKs and Job Creation Investment Fund partners in the **Job Connection**.

Finally, Mariposa County’s population is very small. Information is shared informally on a daily basis. A new organization will stir up curiosity. The successes of the new EDC Business Assistance Center will be a common topic of discussion.