



**CITY OF CORNING  
CITY COUNCIL SPECIAL JOINT MEETING  
OF THE  
CORNING, RED BLUFF AND TEHAMA CITY COUNCILS  
and the  
TEHAMA COUNTY BOARD OF SUPERVISORS  
on  
MONDAY, DECEMBER 14, 2015 AT 6:00 P.M  
LOCATION: Tehama County Administration Building Board Room  
727 Oak Street  
Red Bluff, CA**

**SPECIAL MEETING AGENDA FOR MONDAY, DECEMBER 14, 2015  
6:00 PM CALL TO ORDER / PLEDGE OF ALLEGIANCE**

1. **PUBLIC COMMENT PERIOD:** This time is set aside for citizens to address the Board on any item of interest to the public that is within the subject matter jurisdiction of the Board. The Chair reserves the right to limit each speaker to three (3) minutes. Disclosure of a speaker's identity is purely voluntary during the public comment period. Individuals addressing the Board are to speak clearly into the microphone.
2. **COUNTY ADMINISTRATION:** Principal Jobs Development Coordinator Caylyn Brown
  - a) **INFORMATIONAL PRESENTATION:** Regarding Report on Qualitative Perspectives of Tehama County Business Owners.
3. **COUNTY ADMINISTRATION:** Principal Jobs Development Coordinator Caylyn Brown
  - a) **INFORMATIONAL PRESENTATION:** On New Project Highlights and the Draft Tehama County Economic Development Strategy.

The Board of Supervisors, Red Bluff City Council, City of Corning City Council, and City of Tehama City Council discussion and possible direction to staff regarding the Tehama County Economic Development Strategy.

**POSTED FRIDAY, DECEMBER 11, 2015**



Board of Supervisors  
Meeting Date: December 14, 2015  
Department: Clerk of the Board  
Prepared By: Angela Ford  
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Consent Item

## **PUBLIC COMMENT PERIOD**

### **Requested Action(s)**

This time is set aside for citizens to address the Board on any item of interest to the public that is within the subject matter jurisdiction of the Board. The Chair reserves the right to limit each speaker to three (3) minutes. Disclosure of a speaker's identity is purely voluntary during the public comment period. Individuals addressing the Board are to speak clearly into the microphone.

### **Financial Impact:**

none

### **Background Information:**



Board of Supervisors  
Meeting Date: December 14, 2015  
Department: Administration  
Prepared By: Dava Kohlman  
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Regular Item

**COUNTY ADMINISTRATION - Principal Jobs Development Coordinator Caylyn Brown**

**Requested Action(s)**

- a) INFORMATIONAL PRESENTATION - Regarding Report on Qualitative Perspectives of Tehama County Business Owners

**Background Information:**

Tehama County embarked on a concerted effort to promote economic development and jobs creation in January 2015. To facilitate future jobs creation in Tehama County, leaders first wanted perspective on the current business climate, providing insight on what it may be like to run a business in Tehama County before working to retain existing business and recruit new business to the county. This survey provides a baseline perspective on the current business climate.

Outreach with local business owners was conducted roughly proportional to industry employment between February 2015 and June 2015. County geography was also considered, and businesses were included from all areas of Tehama County, including the City of Red Bluff, City of Corning, City of Tehama and the unincorporated areas of the County. Diversity of business type was also considered, and this survey included many of the major Tehama County employers, sole proprietors, new businesses, established businesses, those with a storefront, and some that work from home. The 70 businesses reflected in this report were chosen because they represent a very wide swath of the Tehama County economy.

Principal Jobs Development Coordinator Caylyn Brown has presented the results of this survey to the Tehama County Board of Supervisors and to the City of Red Bluff and City of Corning councils at previous meetings. A short overview will be provided at this joint meeting in order to add context to the subsequent discussion of the proposed strategic plan.

**Attachment List:**

- Business Owner Report (DOCX)
- Business Owner Presentation (Joint Session Abbreviated Version) (PPTX)



**Report on Qualitative Perspectives of Tehama County Business Owners**

**August 2015**

**Report Compiled by Caylyn Brown of Strategic Alliances**

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## Survey Methodology

Tehama County embarked on a concerted effort to promote economic development and jobs creation in January 2015. To facilitate future jobs creation in Tehama County, leaders first wanted perspective on the current business climate, providing insight on what it may be like to run a business in Tehama County before working to retain existing business and recruit new business to the county. This survey provides a baseline perspective on the current business climate.

Outreach with local business owners was conducted roughly proportional to industry employment between February 2015 and June 2015. County geography was also considered, and businesses were included from all areas of Tehama County, including the City of Red Bluff, City of Corning, Los Molinos, Manton, and the unincorporated County. Diversity of business type was also considered, and this survey included many of the major Tehama County employers, sole proprietors, new businesses, established businesses, those with a storefront, and some that work from home. The 70 businesses reflected in this report were chosen because they represent a very wide swath of the Tehama County economy.

## Executive Summary

Overall, Tehama County business owners believe this is a great place to own and run a business. This feeling is particularly pronounced among those who do business in, or have experience with neighboring counties. A common sentiment expressed was that working with Tehama County government is "fine". Many business owners spoke very positively about working with the Air Pollution Control Office, Department of Agriculture, and the Environmental Health Department. Staff in these departments is seen as very customer service oriented and helpful, because they understand the industries they regulate so well. However, a perception noted is that County Counsel interprets things too restrictively for the rural nature of this community, which can make doing business with the County more difficult.

Business owners in Tehama County across employment sectors are very frustrated with state and federal regulations that are really hurting their ability to do business. This feeling was particularly pronounced in the agricultural industry. Benefits of locating a business in California were also mentioned. One gentleman interviewed said he would move his sales business to Wyoming, but there is only 600,000 potential customers there, versus 39 million potential customers in California.

Another issue that was raised by a participant was a lack of cooperation among residents in Tehama County to work toward a common goal. This interviewee was involved in a community wide effort aimed at improving the County, but she felt that so many in the business community would not work with her group. Something similar was echoed by another participant who perceives Tehama County residents as very territorial, maintaining a mindset of "I have mine I do not care if you get yours" which does not bode well for cooperation among community leaders.

An idea of "insiders" and "outsiders" in Tehama County culture surfaced through several interviews. Multiple longtime residents discussed an aspect of Tehama County culture that if a person is not originally from Tehama County they could not understand the culture of the community, the community's issues, or have the community's best interests at heart. And therefore these "outsiders" are often given little credibility. This culture has the ability to really limit the County's resources and pull for new innovative ideas. These conversations then turned to the fact that many young people in the County who leave to pursue other educational or vocational pursuits choose not to return. Business owners fear this has the potential to create a brain drain when young people move away, and "outsiders" are given little credibility.

The California Employment Development Department identified the limited number of people returning to Tehama County with college degrees as a future issue that will impact the County. The United States Department of Agriculture (USDA) recently completed research studying why young people do or do not return to rural communities. The study concluded the main reason people return is for children, because they want their kids to be raised in a rural environment. When these people do return to the rural community the USDA found three distinctive job trends. People may

take a job that requires fewer qualifications than the job they had in the urban environment, they take over a family business, or telecommute to their previous job. The USDA found the most common reason that keeps people from returning to their rural community is a lack of jobs, or their selected career field is not available in the rural community.

There appears to be an overall sentiment among the business owners represented in this survey they would like to see the incorporated and unincorporated areas of Tehama County visually cleaned up, and may even support local ordinances creating more stringent standards. One business owner described Red Bluff as “we look like we gave up as a town”. Another interviewee brings in job applicants from out of the area to interview, remarked that his interview prospects often comment about roads, one woman interviewing said “I really feel like I’m in the country” because of rough road conditions. And one longtime resident and business owner felt that “Tehama County residents need to adopt a resort mentality, rather than a Motel 6 mentality of it’s good enough”.

Numerous business owners located in the Red Bluff Airport Industrial Park representing a wide variety of different employment sectors discussed a lack of quality Internet service available where their business is located. This will hopefully be mitigated in coming years, as Tehama County is currently working with a company looking to connect a Broadband line from Humboldt Bay to Sacramento County. Tehama County may have the opportunity to connect to this system.

Employers are very mixed on the Tehama County workforce. Some people are incredibly pleased with the quality of employee they can find when they need to hire. Others feel the local workforce is severely lacking, going so far as to say they could hire an additional person at their small business, but there is no one they want to hire. These two opinions appeared to possibly be divided based on business size, with the larger employers in Tehama County very happy with their applicants, and the small employers looking for something more.

Many employers made negative comments about the inability of young workers to function in a work place, specifically in interpersonal communication outside of texting and emailing. There is also a perceived inability of young people to problem solve. While this could be a true reflection of the situation, it could also in part be due to generational clashes that are common as different age groups have different views on the “correct” way to do things.

The final theme that was congruent among business sectors was a concern over transient and homeless people in Tehama County. Some of the people interviewed have been victims of crimes they attribute to this population, and others were concerned that this population make other people feel less safe and therefore less likely to patron their business.

## Thoughts on Economic Development from Local Business Leaders

During the course of the interview, participants learned about Tehama County's work to grow the local economy, help retain existing business, attract new business, and improve workforce development. Interview participants were asked if they knew of any businesses potentially interested in coming to Tehama County, and what businesses they would like to see sited in Tehama County. Many people responded they would like to see additional clothing stores and nice restaurants.

There was a sizeable contingent of interview participants who were incredibly encouraged and excited to learn of Tehama County's new economic development focus. Sixteen interview participants were verbally encouraging and excited about the economic development work, saying things like "it's great the County is focusing on this" and "I'm encouraged the Board of Supervisors are looking to the future" and even some good natured "it's about time" responses.

Of these sixteen participants who were happy to learn of the County's effort, they can be broken into Tehama County "insiders" and "outsiders", based on the discussion in the Executive Summary. Twelve of the sixteen responses can be categorized as insiders, two outsiders, and two that have to be left as unknown.

Considering these responses numerically, 23% of interview participants were verbally excited and encouraging of the County's economic development endeavors. Of the 23% excited about the county's efforts, 75% can be classified as Tehama County insiders, 13% as outsiders, and 13% that could not be classified.

Eight insider participants mentioned they would like to see manufacturing and other industry sited in Tehama County. One outsider interviewee reported they would like to see additional industry sited in Tehama County. One insider interviewee discussed the importance of recruiting new businesses that will bring money in from outside of Tehama County, rather than businesses that will further spread around the money that already exists in Tehama County. One participant spoke at length about how she would like to see the Board of Supervisors encourage bigger business to locate in Tehama County, and she believed the Board of Supervisors might need to take the lead on this effort and potentially bring the Tehama County citizenry along kicking and screaming.

While these numbers show there is dedicated community support to the effort of economic development in Tehama County, the actual percentages are likely much higher. There was no question directed to interview participants on "how do you feel about economic development", so this required the interviewee to offer an unsolicited response after learning about the County's efforts.

### Perspectives on the Future

Tehama County business owners appear to have great hope for the future. Participants were asked if they have plans for future expansion, and what would it take for their business to expand. Twenty-eight, or 40%, of business owners believe they will expand in the future. For this analysis interviewees were included if they spoke positively of future expansion, or if they have imminent plans to expand. Eleven participants, 16%, of business owners spoke of recent expansions they completed in their business and therefore are not looking at further expansion at this time. Fourteen respondents, 20% of businesses said they were not planning on expanding. This is not necessarily a negative reflection on their business, most of these individuals feel the market is currently saturated with their product or service. Only one business owner gave any indication their business was not thriving. Eleven participants, 16% discussed they are not working to expand their business at this time either because they are headed to retirement, or content with their current work load. Five participants did not answer the question, or gave a response that could not be categorized.

## Workforce

Numerous business owners talked about higher education. One interview participant would like to see Tehama County be more involved in the Expect More Tehama effort. Three people said they would like to see trade schools expanded. These individuals believe there are good careers available in Tehama County in the trades, but are concerned people do not know these careers exist because segments of society heavily push getting a four year degree.

Considering labor skills, employers across many different job sectors want employees who have craft skills that are difficult to find. Employers discussed wanting some type of mechanical ability, aptitude to complete minor repairs, or build things were among the skills discussed. While some of these employers need certified welders and other craft skills, many of them just need an employee with basic knowledge of these items. Business owners would like to see a greater level of training available in Tehama County for people to learn these skills.

Meetings with representatives from Shasta College provided insight on other things that would assist with access to local education. There are currently no bus routes available to the college. Students are walking across the railroad tracks that run between the college and Main Street to get to campus. College representatives believe it is vital to establish even minimal bus service to the campus as soon as possible. The Shasta College representatives felt it would be best to start with three trips to campus per day. They suggested first bus arrive before 8:00am morning classes, a second around 12:00pm, and a third around 5:00pm. Shasta College also believes it would be beneficial for the services the College provides if they had a more meaningful relationship with the business community, so they could have direct feedback from business on what the educational needs of the community are. Finally, the College was very excited to learn that the main branch of the Tehama County Library was moving to the Daily News building. The College is willing to assist in planning the facility, and it appears there is potential for collaboration between the library and Shasta College.

### Observations Within Individual Industries

Because interviews with business owners were conducted roughly proportional to the number of jobs each industry provides in Tehama County, it provides a good opportunity to consider trends within the individual industries highlighting things local business owners may be concerned with, and also like about doing business in Tehama County.

#### Trade Transportation and Utilities

Trade Transportation and Utilities makes up 21% of Tehama County jobs. This includes wholesale trade like outputs of agriculture, retail trade, transportation of passengers and cargo, and utilities. Individuals with retail businesses were particularly concerned about the transient population in Tehama County, which they perceive to have grown over the last five years.

Sentiment among employers in this sector is that it is difficult to find people who want to work. And many of the job applicants they see lack the soft skills they need their employees to have to provide good customer service, and soft skills are often more difficult to train than actual job duties. Soft skills are those personal attributes that enable someone to interact effectively and harmoniously with other people. I spoke with one employer who felt that hiring entry-level employees, they knew they would need to work on soft skills with the new employee upon hire.

Concerning government, interviewees in this employment sector were quite positive. People expressed they feel working with local government is a fair process, and staff is always willing to work with them in good faith. Another participant noted they feel local government in Tehama County is good, particularly when compared with stories from neighboring counties. People in the retail sector expressed concern over the jail expansion, and the impact they fear it may have on their business. And this group expressed interest in government assistance to make Tehama County a more visually attractive place. One interview participant discussed they believed it was important for local government to be involved in ongoing efforts to promote education like Expect More Tehama, as well as work to bring expand and promote certificate level training to the County for jobs which do not need a four year degree.

One interview participant spoke positively about the prospect of further expanding their business within the next five years, however he needs to feel more certain over the local economic recovery before he decides to lay out any capital to expand. This local business owner currently employees fourteen people in Tehama County.

#### Education and Health

Education and health services comprises 15% of jobs in Tehama County. Employers in this field include public and private schools and colleges, and health care and social assistance delivered by a trained professional.

Workforce feedback from this group focused on the availability of workers. Participants reported that certified nursing assistants as well as registered dental assistants are hard to find.

On the topic of local government impact on their business, one participant encouraged local government to help promote private sector job growth, because his business is dependent on it. Another participant stated they feel the business climate here is pretty good.

Other issues brought up by this group of professionals included homelessness, the desire to improve the look of Tehama County, and needed road improvements.

### Manufacturing

Manufacturing makes up 10% of jobs in Tehama County. This sector includes establishments that engage in the mechanical, physical, or chemical transportation of materials. It also includes bakeries and custom tailors.

Concerning the Tehama County workforce many people in this sector discussed problems of hiring people with craft skills. One employer reported they are looking for machinists that can operate CNC machines, which can be difficult to find. Another had the sentiment that machinists are hard to find, but millwrights are easy to find. Another employer reported to hiring based off of an applicants personality and how an individual would fit in their company, and then train all of the work, which is an arrangement they are very happy with. One manager of a larger manufacturing facility reported he will need to replace several retiring employees who hold a Journeyman Level certificate, and he would like to see training available in Tehama County to obtain this certificate. And another large manufacturing manager discussed the difficult of finding local people to fill management positions in their facility.

Concerning local government involvement, business owners encouraged government to be sensitive to local fees. Another remarked they would like to see local government stay out of the way, and this individual felt local government currently does a good job of doing that. Another interview participant would like to see if Tehama County can be involved with workforce development: facilitating training for Journeyman, CNC Operators, or other craft skills training. The air quality management district received good feedback and this individual feels their staff is very helpful. The theme of making the Tehama County community a more visually attractive place was mentioned, and one individual worries that rough roads may be detrimental to someone's first impression of Tehama County.

Three of the managers of Tehama County's larger manufacturing facilities are looking into expansion over the next five years which would require hiring more employees. One manger believes there is a "more than 50% chance" the expansion will occur. And another manager believes his company will purchase an additional large piece of equipment in 2016 that will allow them to put out additional product, making more employees necessary.

When asked what new businesses people would like to see in Tehama County, people discussed a desire for new clothing stores.

### Farming

Farming makes up 9% of jobs in Tehama County. This sector includes agriculture, ranching, and growing crops. Concern about transients was of particular concern to people in this sector, and some employers I spoke with had been victim of theft they attributed to these individuals.

Discussing the Tehama County workforce, employers in the farming sector appeared to be more satisfied with the workforce than in other sectors. One participant commented that farm mechanics are difficult to find, but reported this is a problem throughout the West Coast, and not only Tehama County. Some participants noted they feel there is a sense of entitlement among students out of college, and that people would rather collect welfare than work.

Concerning impact of local government on their business, the agricultural industry was by far the most positive. As a group, there was nearly unanimous feedback that state and federal regulations are incredibly burdensome. But for local government, everyone had positive things to say about the Agricultural Commissioner's office. Farmers feel their office is very helpful and customer service oriented. Many survey participants also has positive feedback on the Air Quality Management District.

When asked what types of new businesses they would like to see in Tehama County, several people mentioned a USDA certified slaughterhouse.

### Leisure and Hospitality

Leisure and Hospitality makes up 8% of jobs in Tehama County. This sector includes overnight lodging, restaurants, and businesses involved in promoting live performances, or other cultural events.

Concerning the Tehama County workforce, people discussed problems finding people with soft skills, and craft skills. The overall sentiment was that the available workforce is "ok".

Concerning government, one business owner definitively talked about his interest in a business improvement district to help the visual appeal of our community. This came from a business owner who recently spent money to improve the visual appeal of their location and saw increased business as a result. Another person discussed a general desire to keep downtown looking nice so people will want to frequent the area. One person discussed a recent expansion at their business and said the fees and permitting process was fair and staff was helpful.

When asked what new businesses they would like to see in Tehama County, people discussed retail shopping and restaurants.

### Construction

Construction constitutes 4% of jobs in Tehama County. This sector includes businesses involved in the preparation of sites for construction, subdividing land, and building, as well as renovations and repairs. Business owners in this sector are by far the most frustrated with both the available workforce and local government.

Concerning the availability of local employees, business owners discussed their perception that it is hard to find people with the soft skills and craft skills they want. One employer needs people who have both a clean DMV record and can pass a drug test to drive trucks, which he reported is very hard to find. Multiple participants mentioned they could hire an additional worker, but feel they cannot find the right person, so they hire no one.

People in this sector appear to be very frustrated with local, state, and federal government. Multiple participants discussed the problem that local fees are inhibiting. Throughout many of the interviews it was difficult to ascertain if interviewees were thinking of city or county fees. One participant specifically discussed school fees being set at the highest amount allowed in California, despite that enrollment is declining and no new schools have been built. Another participant said he has two personal projects he is not doing because of fees. Another participant said they would like to see county staff portray more of a "how can we help make this work" attitude.

I interviewed one business owner who felt positive about the future of the local Tehama County economy. He expressed a belief the economy is picking up. Construction was hit particularly hard during the recession; this particular business went from 80 employees during the economic boom down to 13 employees in 2013. This business currently employs 26 people. He said that the number of similar companies to his shrunk throughout the region during the recession, at one point there were fifteen competitor companies and now there are five.

### Professional and Business Services

Professional and business services makes up 4% of Tehama County employment. This includes a wide variety of sectors including legal advice, accounting, bookkeeping, photographic, and veterinary services among other things.

Looking at the Tehama County workforce, this group seemed particularly discouraged about young people in the work force. One individual stated that much of the younger generation has less drive and ambition. Another said they were very happy with the availability of employees, but he has older employees and was not sure how he would feel if he hired a younger employee. Sentiment continued that mechanics, welders, and millwrights are difficult to find from employers in this sector. One participant stated they are concerned the feeling of entitlement is more pervasive in Tehama County than in other areas.

The group surveyed in professional and business services expressed some concern over the jail expansion, as well as the homeless population. Another participant noted that he believes beautifying downtown Corning and Tehama County would have a positive impact on the business community. One of the participants talked about the business park near the airport, and their belief that it needs to be spruced up to attract business. This interviewee also had very positive things to say about the inmate release program, and what a benefit that is for the entire community. Another participant reported to have no negative issues with local government.

#### Financial

Financial activities create 2% of jobs in Tehama County, this includes finance, insurance, as well as real estate services.

The group surveyed had no negative feedback on the availability of employees in Tehama County. One business leader interviewed said his company is looking into further expanding their company in Tehama County, which would involve hiring additional workers. This company currently has 16 employees in Tehama County.

Survey participants mentioned local government fees as a problem of working with local government. One participant described them as "nebulous".

## Observations and Conclusions

### Overall

While this report provides a solid perspective on the current mood of Tehama County employers, the qualitative nature of the survey gives perspective on the employer's mood and outlook that day, which can be easily swayed by outside factors. Therefore, their responses could be influenced by both negative and positive interactions they had with employees or customers immediately before the interview. For example, if a young employee just arrived to work late, the employer may be more prone to speak negatively about the available workforce. This is the nature of qualitative surveys, and while they still provide beneficial information it is something that should be noted. A qualitative survey was selected for this study because of the robust discussion and follow-up questions it allows for, not found in quantitative studies.

This survey anecdotally showed the Tehama County economy as strong, and growing. Employers seem positive concerning the financial health of their business, and the possibility of continuing to do business in Tehama County, or even expanding operations in Tehama County. Only one business gave indication they were financially struggling.

Employers were pleased that Tehama County is working to expand the base of private business in Tehama County. And there was a lot of synergy and support behind the idea of work to expand the manufacturing or distribution base, or other economic engines that introduce new money into the Tehama County economy.

All communities have challenges, and this survey highlighted challenges with the available workforce lacking some of the soft skills and vocational education employers would like. Another challenge that came out was the community's lack of collaboration and distrust of perceived outsiders. The positive in all of this is that Tehama County is recognizing those challenges, and doing many proactive things to overcome.

### Positive Education Outlook

Business leaders across different employment sectors discussed a need for employees who have craft skills, an ability to build or fix things, and some familiarity with welding. Many business owners expressed concern over the lack of soft skills in potential employees. Local business leaders would like to see expanded vocational education system available in Tehama County.

Speaking with education leaders, local high schools are already expanding vocational education, now referred to as career technical education, and incorporating lessons around soft skills. It is clear that local educators are very in tune to the needs of the business community and local economy, because the new educational offerings are in line with the feedback gained in this study. Local education efforts give much hope to the future of Tehama County, and the local workforce. Career technical education is a goal set by the State of California, as well as our local education institutions.

Corning High School offers career technical education in four areas: automotive, welding and metal fabrication, media design, and agriculture. The high school is working on expanding and improving upon these existing programs. They brought back automotive classes two years ago after assessing the Corning economy and determining this would be a marketable skill for students, and are currently growing the program. The media design classes are very computer intensive, and allow students to work directly with local businesses. Corning High School received a large ranch fifteen years ago, and is working to make better use of this property through their agriculture program. The high school also plans to begin a patient care program in the near future. Administrators have a goal for students to graduate with marketable skills, and want to work on providing options for students to graduate with a certificate in a skill if they wish.

Corning is also working on teaching soft skills through their implementation of common core requirements into their existing classes. Classes now include work on communication and interpersonal skills. And students are asked to speak in front of others and problem solve in a way they were not previously asked to do.

Los Molinos High School has a robust career technical education program with classes available in agricultural biology, agricultural mechanics, horticulture, hospitality, and welding. The welding program was designed from the "Train the Trainer" formula, where the school's agricultural advisory committee, made up of local business owners, instructed educators on what types of skills and equipment they need prospective employees to be familiar with. Because of this, welding classes use the latest technology like Computer Numerical Control (CNC) Machines. Educators believe they will add agricultural business classes to their career technical class schedule in the near future.

Los Molinos identified issues surrounding development of soft skills in our young population. The high school now requires a yearlong "Senior Seminar" class, which provides students an opportunity to learn about how to interview, personal record keeping, and many other life skills. The Senior Seminar has guest speakers from the local business community teach students what they need to do to thrive in the workforce.

Los Molinos High School is the only high school in Tehama County to offer Advancement Via Individual Determination (AVID). This research driven program identifies students who are in the middle of their peers academically and often financially. These students are often left out of many other education efforts because they are not those who teachers are concerned about, but they are also not at the top of the class. The AVID program focuses on soft skills, and takes students on overnight college tours among other things. Through the training provided in this program college feels more accessible and less abstract to students. Los Molinos has several students who have successfully attended college after participating in this program. The high school incorporated soft skills lessons through the implementation of common core.

Red Bluff High School also has a robust career technical education program. 2015 is the first year the school begins "Career Technical Education Pathway Course", requiring incoming freshman to pick two classes in different sections designed to give students some familiarity with potential career options. There are nineteen areas students can pick from, some of which include animal science, financial services, millwork, cabinet making and woods, and patient care. Many of these classes are designed to be very hands on to provide students with marketable skills.

Red Bluff High School received a \$500,000 grant to enhance career technical offerings, with this money the school plans to focus on computer science, agriculture, and health services. The school is going to begin providing certificate training, so students who choose to can have a marketable skill when they leave high school. One such certificate is a certified nursing assistant, chosen based on the identified need from the community.

Similar to Los Molinos, Red Bluff High participated in the "Train the Trainer" formula, ensuring that instructors are teaching the latest technology actually used in the workforce. The school has a CNC machine as well as 3D printers. The robotics and computer science classes which use this technology offer dual enrolment for students, allowing them to receive high school credit through Red Bluff, and college credit through Shasta.

Community Outlook and Collaboration

These interviews provided perspective on aspects of Tehama County culture that residents may want to pay attention to as the County grows and expands. The negative attitudes about Tehama County among some residents is concerning. As is the territorial culture of "I have mine I do not care if you get yours". This attitude does not bode well for cooperation and collaboration among community leaders. And for small communities to thrive, it is vital that people coordinate resources where possible and work together to achieve common goals. County residents also may want to make an effort to be more welcoming to "outsiders" both in people visiting our community, and those recently locating to the area. Many long-term County residents maintain a perception that if an individual was not born and raised in Tehama County, this person does not understand County culture.

These three areas of concern are intertwined and could negatively impact the County's future success. The County's current residents are it's best ambassadors or worst detractors. And while Tehama County does have challenges like all communities, it is a wonderful place to have a business and raise a family as evidenced through these interviews. When people from the community speak negatively about the County's challenges, people from outside of Tehama County will leave with a negative impression and will be less likely to want to move or locate a business here. Community leaders should work on focusing on all of the positive aspects of the community when speaking with people.

Similarly, when people move to Tehama County from out of the area and do not feel welcomed, they are less likely to recommend family and friends relocate to Tehama County. And these new individual are less likely to remain living here. Also concerning is that individuals who are new to the community are often given little credit for understanding Tehama County. People from outside of Tehama County may not have the institutional knowledge of a 50-year resident. But, what they do have is a perspective from another community and new ideas of things that were successful in other areas. Outside perspective can provide fresh ideas and a new approach to long-term challenges. And people who are new to the area are just as capable of caring about, and feeling passionate about the Tehama County community. New blood and new ideas introduced into the community can help the same ideas being circulated over and over again. This applies equally to those who work in the private sector, and those who work in government.

There is reason for hope with many great things in Tehama County. Residents and business leaders recently worked together on a significant "Branding Effort" to establish a strong image for Tehama County. Another citizen driven collaborative effort is the "Expect More Tehama" group encouraging student achievement and education.

There are also recent positive examples of the community and government working together for a common goal. The City of Corning is finishing a new streetscape improvement project and improvements of their local theater. The Manton Valley Wine Growers recently received an American Viticulture Area designation from the United States Alcohol and Tobacco Tax Trade Bureau, and the Tehama County Board of Supervisors worked with the Manton wine growers to increase awareness of their designation. And Tehama County is expanding and improving outreach and services for local veterans. Increasing the hours and availability at the local Veterans Service Office and providing new services and events.

Overall local government received positive feedback from local business owners, particularly among the farming community. While interviews did not reveal any glaring problems with county departments, the department of agriculture in particular received glowing feedback. The county may consider looking deeper into what the Department of Agriculture does to provide good customer service, and help other departments replicate these efforts.

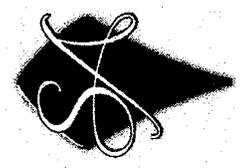
### Conclusion

Tehama County has many positive things going for it. Interviews with area business owners identified no major glaring issues with doing business in Tehama County that should receive attention before work begins in earnest to help existing businesses expand and encourage new businesses to site in Tehama County. Overall business owners seemed satisfied in their interactions with local government, particularly those business owners that do business in neighboring jurisdictions. That said, there is always room for improvement, and the County could consider asking the Department of Agriculture and the Air Pollution Control Office to provide training and help for departments on best practices and customer service.

The challenges that were identified in this study can be lumped into two categories. First, the Tehama County workforce lacking some of the career technical education skills and soft skills employers would like to see. And second, issues around the culture in Tehama County of residents feeling negative about the area, not wanting to welcome or listen to individuals perceived as outsiders, and a territorial nature not boding well for collaboration.

The challenges around workforce and education have received attention from the local high schools, and Shasta College is also very engaged on the issue. These factors should help improve challenges with skilled labor and the soft skills employers desire in coming years. Similarly, the cultural challenges identified in Tehama County receive attention from groups of citizens who do embrace change within the county. These residents have created their own collaborative efforts to implement positive changes in the County. Evidenced in the Branding Effort and Expect More Tehama among others.

# Report on Qualitative Perspectives of Tehama County Business Owners



Compiled by Caylyn Brown of  
Strategic Alliances

## Assessing Current Standings

- The Tehama County Board of Supervisors wanted a current assessment to understand the overall mood of local business owners and their feelings on the local economy

## A Good Place To Do Business

- Business owners in Tehama County are quite content and believe this is a good place to own a business
  - 40% of business owners believe their business will expand in the future
  - 16% spoke of expansions recently completed

## Support for Local Economic Development

- 23% of interview participants were verbally encouraging of the County's economic development efforts
  - Participants support was not directly questioned
- 75% of the verbally supportive participants can be classified as Tehama County "Insiders"

# Tehama County Challenges

- Frustration over State and Federal Regulations
- Lack of Collaboration
- Local “Insiders” and “Outsiders”
- Appearance of County

# Workforce Challenges

- Discontent about the available workforce that may be separated by business size
- Common complaints include:
  - Lack of trade skills
  - Lack of “soft skills”
    - Showing up on time
    - Taking initiative to learn new tasks
    - Ability to properly interact with people

## Educational Opportunities

- All local high schools have implemented and expanded career technical education
- High Schools are also incorporating soft skill lessons into classes
- Shasta College would like to be more involved in local workforce development

# Tehama County Opportunities

- Overall Tehama County business owners believe this is a great place to own and run a company
- Positive feedback on the Air Pollution Control Office, Department of Agriculture, and Environmental Health Department



Board of Supervisors  
Meeting Date: December 14, 2015  
Department: Administration  
Prepared By: Dava Kohlman  
Preparer Phone: 530-527-4655  
Preparer Email: dkohlman@co.tehama.ca.us  
Regular Item

**COUNTY ADMINISTRATION - Principal Jobs Development Coordinator Caylyn Brown**

**Requested Action(s)**

- a) INFORMATIONAL PRESENTATION - On New Project Highlights and the Draft Tehama County Economic Development Strategy
  
- b) Board of Supervisors, Red Bluff City Council, City of Corning City Council, and City of Tehama City Council discussion and possible direction to staff regarding the Tehama County Economic Development Strategy

**Background Information:**

The Economic Development Ad Hoc Committee recognized the need for an economic development program structure to be in place to provide focus for the ongoing effort and outline goals and objectives. This draft is for discussion and feedback from the four agencies and for possible adoption by the County as a living document. The document must have the flexibility to be amended as needed to keep in line with the County's economic development goals, objectives, and strategies to best reflect the present needs of the County.

Economic development strategy documents such as this are standard practice in local jurisdictions with economic development programs. This draft was created after reviewing and considering the relevant elements within six similar documents that represent a wide array of different communities. The economic development strategy documents generally include background information on the local jurisdiction, and their current labor market. Goals and objectives are identified along with key initiatives for the economic development program as outlined by policymakers, such as business retention and recruitment.

Economic development strategy documents generally identify incentive packages available to expanding and incoming business, along with a series of requirements for when those incentives will or will not be offered. Offering incentives to businesses looking to expand or relocate are standard practice to help entice local economic development, and can prove to be key tools when structured properly. This document initiates this discussion, with details to be developed as the economic development strategy for Tehama County becomes more defined.

This is a draft document and was presented to the Tehama County Board of Supervisors for discussion and feedback on September 29, 2015. At the Board's

direction, this plan was then presented to City of Red Bluff and City of Corning councils as an introduction to prepare for this joint meeting in order to enhance the discussion that might result in direction to staff.

**Attachment List:**

- Tehama County Economic Development Strategy (PDF)
- New Project Highlights (For Joint Meeting) (PDF)
- Economic Development Policies (For Joint Meeting) (PDF)



**Tehama County Economic Development Strategy**

**September 2015**

**Report Compiled by Caylyn Brown of Strategic Alliances**

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# Tehama County Economic Development Strategy

## Overview

Local economic development is a process in which both the public and private sectors in a local region work collectively to create better conditions for economic growth and employment generation. Strategic economic development efforts are typically organized around a set of key initiatives. Local government utilizes these key initiatives as decision-making points when determining program and project actions. The successful implementation of an economic development strategy allows communities to continually improve their investment climate and business-enabling environment to enhance their competitiveness, retain jobs, and improve incomes. The formula for successful economic development involves the broad goals of increasing long-term economic prosperity, raising real per capita income and real wages per worker, and at the same time the quality of life.

This document defines the policies and goals of the Tehama County economic development program. And it also lays out different potential incentive programs the Board of Supervisors could consider offering to help entice business to locate in Tehama County. The intent of this document is a living document, and both the goals of the County's economic development program, as well as incentive packages can be updated as need be.

It is important to know that economic development is not community development. Community development is a process for making a community a better place to live and work. Economic development is purely and simply the creation of wealth in which community benefits are created. There are only three approaches used to enhance local economic development. They are: business retention, business expansion, and business creation.

In addition, due to the pressure to provide essential public services in the face of constraints on local government finances, it is important for local jurisdictions to consider an advanced role in economic development. Successful economic development efforts add to sales tax, transient occupancy tax, and other revenues while contributing to a higher quality of life for residents.

## Vision

The Tehama County Action Roadmap for Economic Growth written by Chabin Concepts in November 2009 creates a three-phase approach for economic development in Tehama County. Phase I considers "where are we today?" also known as the Discovery Phase. This phase involves stakeholder interviews, analysis of the economic base, retail analysis, economic development assessment of basic services and service provider interviews. Phase II is "where do we want to go", based on stakeholder interviews, goals and objectives for economic development activities and the community assets and opportunities that will create economic growth and activity. Phase III "how do we get there?" includes recommended activities, such as hiring a professional to run the economic development program, based on the best opportunities to achieve the goals and objectives.

Phase II of the Chabin Report lays out a draft vision for Tehama County considering the question where do we (Tehama County) want to be:

*"Tehama County is vibrant and prosperous with a strong, diverse economic base along I-5, and an innovative and creative environment where new ventures and entrepreneurs thrive. Businesses, workers, and residents benefit from the region's efficient transportation options, and affordable housing that is close to work, sustainable natural resources, recreational outings, good schools and colleges, and a highly educated workforce."*

Implementing the Tehama County Economic Development Strategy will help make the above vision a reality. This report includes initiatives that implement relevant goals, policies, actions, and directives from the Board of Supervisors. Successful implementation of the strategy over the next five years will:

- Grow existing businesses
- Recruit new businesses
- Enhance workforce development
- Facilitate existing efforts to promote tourism and enhance civic amenities
- Work on developing a broadband fiber optic cable system

## Demographics

Tehama County is located in the upper Sacramento Valley and has cultivated an agrarian and rural community. As of 2013 there were approximately 63,000 people living in Tehama County, as estimated by the US Census Bureau. The county seat is Red Bluff, located in the middle of the County on Interstate 5.

Tehama County has three incorporated cities, Red Bluff with a population of about 14,000, Corning with approximately 7,000 residents, and Tehama with just over 400. Other communities in Tehama County include Los Molinos, Manton, and Mineral.

The county boasts many recreational opportunities like fishing, hiking, hunting, and camping. A portion of Lassen National Park is located in Tehama County, 17 miles of the Pacific Crest Trail run through Tehama County, as well as numerous lakes.

Located in the upper Sacramento Region, equal distance from Los Angeles and Portland, Tehama County is a central hub for both interstate and intrastate highway systems. Interstate 5, which travels from the Canadian border to the Mexican border, bisects the County. State Highway 99E connects Tehama County to the east side of the Sacramento Valley through the communities of Chico, Yuba City, and on to Sacramento. State Highway 36 has connections east to Susanville and on to Reno via State Highway 395, as well as connections to the Pacific Coast to the West. A short distance to the north, via Interstate 5, additional connections to the west (Humboldt Bay) and northeast are provided by State Highway 299.

The county is also served by two single-track Union Pacific rail lines, including the primary line between Sacramento and Portland. This line enters the county from the southeast parallel to State Highway 99E, turns north near Red Bluff and exits the county along Interstate 5 at Cottonwood. The second line enters the county from the south along Interstate 5 and connects with the primary line at the City of Tehama. A large portion of the county's industrial land uses are located near or adjacent to the Union Pacific mainline.

Tehama County is also served by the Red Bluff Municipal Airport, owned by the City of Red Bluff. This airport has plenty of available runway space, and averages just under eighty flights per day.

The region is also near deep-water ports, only 130 miles from the deep water port in West Sacramento, and 179 miles from the deep water port in Stockton.

Like many rural areas throughout California, Tehama County is challenged by the lack of a sustainable economic development model. Past efforts have centered on ranching, farming, and tourism. Moving forward there is a need to create a cohesive and comprehensive vision that combines past efforts and works to expand job growth and opportunity in Tehama County, while still providing stewardship for our natural resources and rural environment.

### Current Tehama County Economy

In Tehama County's private employment sector: Trade, Transportation, and Utilities is the largest creator of jobs, as seen in Figure 1. Trade, Transportation, and Utilities includes wholesale trade like outputs of agriculture, retail trade, transportation of passengers or cargo, and utilities. Among other factors, this reflects the agricultural nature of Tehama County, and the number of jobs created through the outputs of Tehama County agriculture. Figure 1 shows that farming provides 9% of total industry employment. This is largely due to the mechanization of professional farming operations, needing fewer employees to bring product to market.

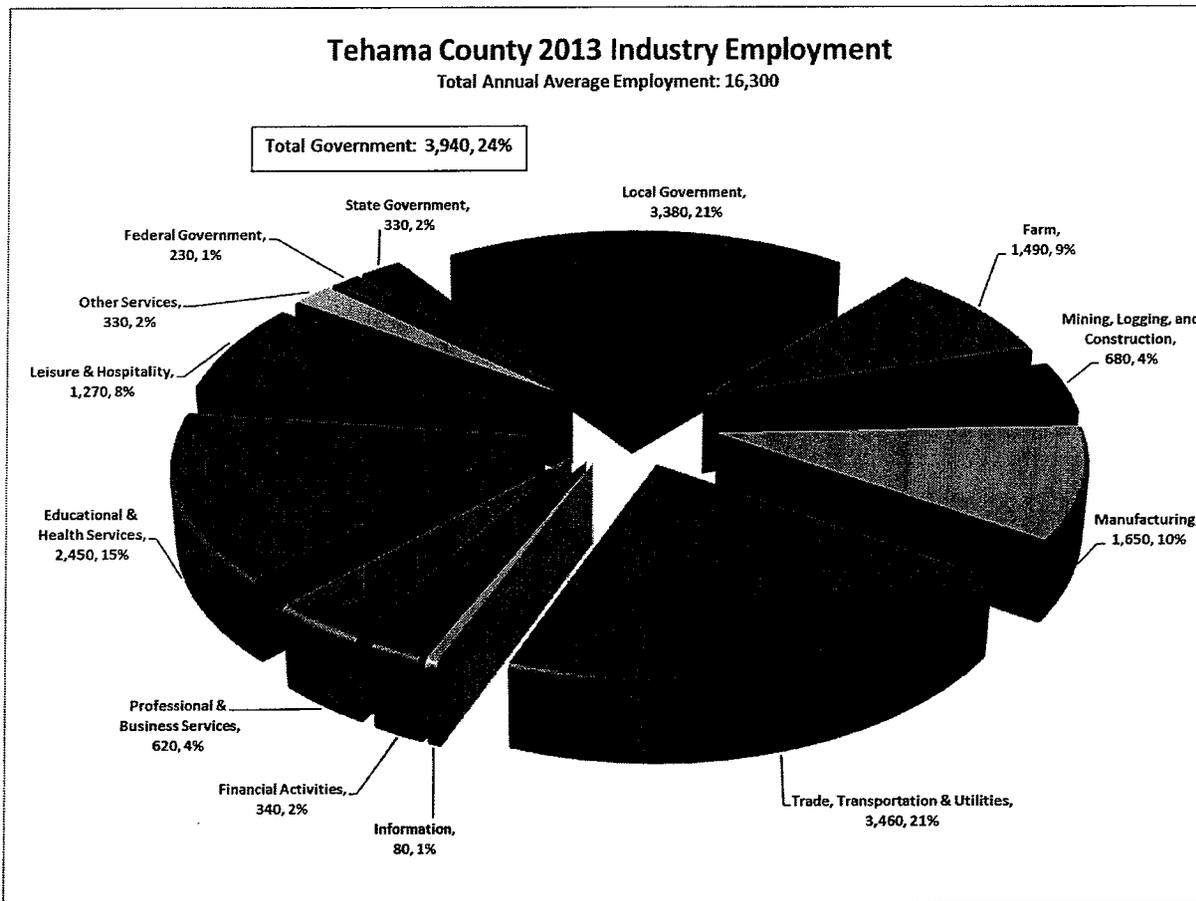


Figure 1: Source Employment Development Department

Between 2008 and 2013 many Tehama County industries declined as the Great Recession continued to languish. Figure 2 shows that during this period of time the Farming, and Education and Health Services sectors grew. Which again shows the significance of agriculture in Tehama County. While farming and ranching is vital to the history and economy of Tehama County, this industry does not create the overall number of jobs one may expect.

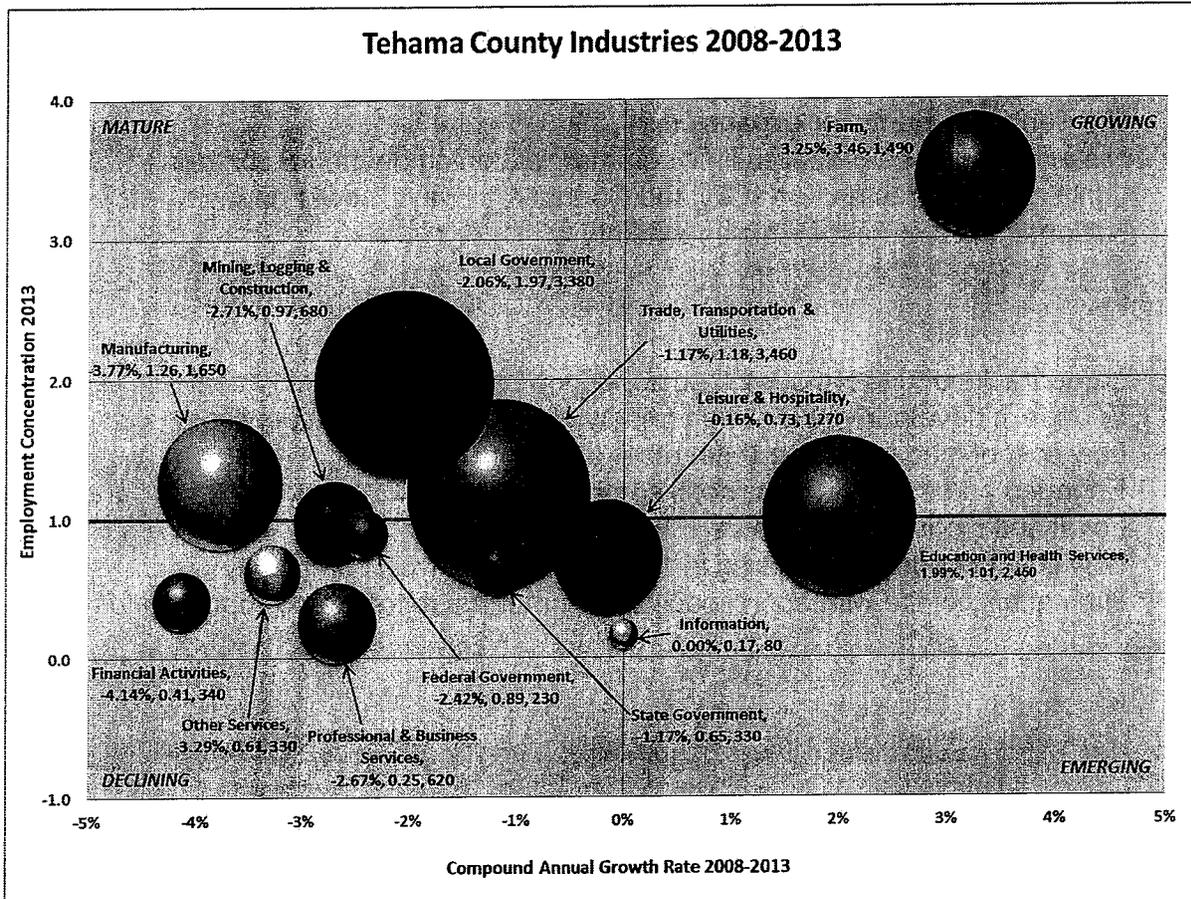


Figure 2: Source Employment Development Department

### Strategic Challenges and Strengths

There are a wide variety of challenges and opportunities that face Tehama County. The following are strategic level challenges that confront the county from an economic development perspective. There are also unique opportunities that are available to take advantage of at this particular moment in time. Below is a summary of those challenges and opportunities.

#### Challenges

- Corporations based in major populations areas often do not consider rural areas like Tehama County for expansion
- Historical land use practices limit commercial zoning on the I-5 corridor
- Limited local infrastructure (City and County roadways, sewer capacity, etc)
- National and state economic uncertainty

#### Strengths

- Large tracks of undeveloped land zoned for commercial development
- Economic development is a high priority with the Board of Supervisors
- Low cost of land contrasted with other areas of California
- Engaged and interested business community
- Loyal and motivated workforce
- Low cost of housing and living in an attractive and rural community
- High quality of life with open space and numerous recreational opportunities

## Economic Development Strategy

Rural communities throughout the United States face a variety of challenges: Resulting in decreasing employment opportunities, and a steady decline of tax revenues. As a result, communities are rethinking how they can use their assets and local environments in a way that reinvigorates the local community and improves the quality of life for their residents.

Tehama County will implement a fresh approach and create an economic development strategy that better uses its existing strengths and assets in a way that creates a more sustainable economy for its residents. There is a desire to identify projects that will improve the prospects of available jobs in the community and bring new economic resources into the county. The five areas of focus for economic development in Tehama County are:

- Retaining and Growing Existing Business
- Recruiting New Businesses
- Workforce Development
- Nurture Tourism Industry & Civic Amenities
- Development of a Broadband Fiber Optic Cable System

### Retain and Grow Existing Business

Tehama County has many diverse and thriving businesses. The first effort for any economic development initiative should be to retain the existing businesses and help them grow. A recent qualitative study of businesses throughout Tehama County found the vast majority of business owners feel positive about the future of their business in Tehama County, and many believe they will continue to grow.

The Tehama County Economic Development and Jobs Coordinator should serve as a liaison for the local business community. There are a number of services that could be provided including assisting with site selection for businesses looking to expand, working through the permitting process, and providing referrals for local small business loan programs as needed.

The qualitative study of local business owners showed some level of interest in the existing business community to enhance the visual appearance of Tehama County and incorporated cities therein. These desired improvements could be made through a Business Improvement District (BID). A BID is a defined area within which businesses pay an additional tax to fund projects within the district's boundaries. Services a BID can provide include street cleaning, providing security, making capital improvements, and construction of pedestrian and streetscape enhancements. The services provided by a BID are supplemental to those already provided by the municipality. Another means to enhance the visual appeal of the community is through new code enforcement ordinances. This approach is more regulatory and may not be favored by local policy makers, and it would not include a funding arm for needed improvements.

Recruit New Businesses

For Tehama County to grow its existing business base there will need to be a targeted recruiting effort. Local governments throughout California want to expand their business base, therefore Tehama County needs to create policy and opportunity to position itself as the most business friendly, streamlined location in California. While it is popular to discuss reasons not to do business in California, there are millions of companies that want to do business here. California is the 8<sup>th</sup> largest economy in the world, and locating a business here provides immediate access to that economic synergy and consumers. There are also new tax incentives for those who do business in California.

As seen in Figure 3, when considering what type of new businesses to recruit, local policy makers should look for opportunities to bring new cash flow into Tehama County. Manufacturing facilities and distribution warehouses both accomplish this goal. While retail and restaurants are essential to any well-rounded economy, without significant increases in economic growth, new retail and restaurant businesses compete for existing dollars, rather than bringing outside money into the county.

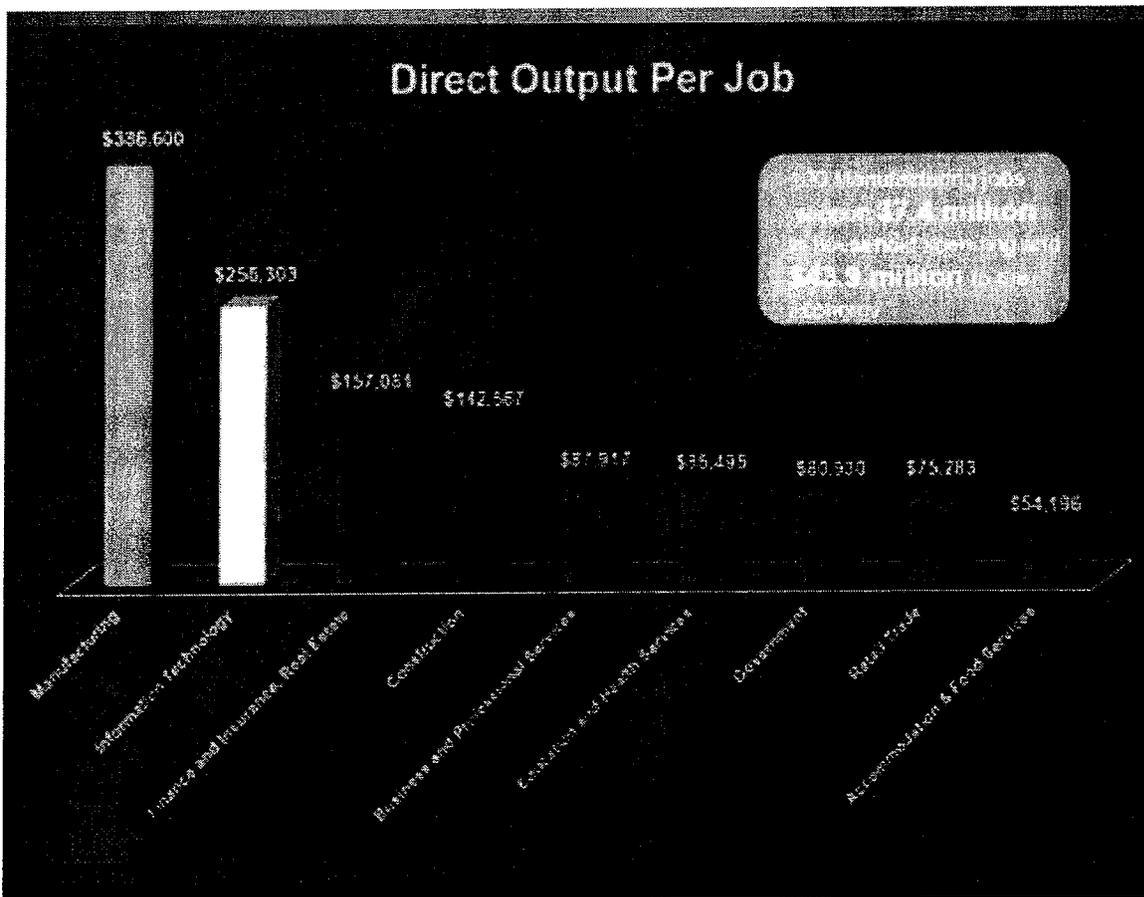


Figure 3: Used with Permission from Bill Gaines of Transfer Flow

Although data in Figure 3 comes from a neighboring rural Northern California community, it appropriately shows the strong positive impact manufacturing has on a

local economy. While all jobs that can be recruited to Tehama County have a beneficial impact to the local economy, manufacturing and distribution jobs should receive particular attention due to the increased economic output when contrasted with other sectors.

Workforce Development

Tehama County has productive and loyal employees, who are very positive assets for Tehama County and it's employers. During a recent survey of local employers, one of the areas largest employers has stated that the Tehama County facility was the most productive facility, when contrasted with the company's other facilities in the United States.

Speaking with local business owners, there is need in the community for people with vocational skills. Local high schools have recently enhanced availability of career technical education, which will help provide students the option to learn these marketable skills that are needed in the community. Additionally, Shasta College is looking into implementing similar programs, and streamlining their available offerings to match the needs of the current job market.

Nurture Tourism Industry & Civic Amenities

The Tehama County business community is interested in promoting Tehama County as a tourism destination, and has a number of volunteers who are committed to promoting Tehama County in this capacity. Tehama County is well located for tourism, and has many tourist friendly activities.

A sampling of tourist friendly activities in Tehama County include a nationally recognized rodeo, Lassen National Park, numerous wineries in the Manton Valley, the Sacramento River providing fishing, birding, and boating, a vibrant local food scene, Victorian homes available to tour, and restored theaters in the cities of Red Bluff and Corning.

Tourism in Tehama County is an important component in economic development. Twenty-seven million people drive through Tehama County every year, and the county should strive for more of these people to stop and spend money.

The aspects of promoting tourism also line up with improving civic amenities in Tehama County. This is essential when recruiting businesses from out of the area that are looking for a beautiful place to live, with a diverse array of things to do.

Policy makers could consider gathering a group of volunteers with diverse backgrounds and interests to promote tourism and enhance civic amenities in the County. Representatives could come from various business interests, outdoor enthusiasts, people involved in the rodeo, Manton vineyards, hoteliers, and the performing arts community. This group could also be charged with ensuring that new professionals that move to Tehama County feel welcomed and integrated into the community. The Tehama County Economic Development and Jobs Coordinator could provide some

assistance to their group with the understanding that they are working as a volunteer committee.

Development of a Broadband Fiber Optic Cable System

High speed Internet is integral to business success and economic development. Based on a recent qualitative survey of Tehama County business owners, the area is lacking quality Internet in many areas, including the business park near the Red Bluff airport. Tehama County has an opportunity to participate in an effort to connect existing fiber optic cable on Highway 299 with Sacramento County. This will provide upgraded Internet access to a large area benefiting private business, schools, and government offices. This project will potentially upgrade Internet access through the unincorporated and incorporated areas of Tehama County via Last Mile providers. Improved internet access for both traditional brick and mortar businesses, as well as digital businesses, can serve Tehama County's economic development interest not only helping existing businesses streamline business processes and reach a wider marketplace, but also serve to attract those independent and telecommuting service providers that can live anywhere.

## Location Ready Improvements

### Infrastructure

Tehama County has large tracks of commercially zoned land available, prime for siting a large facility. What many of these parcels lack is infrastructure making them “shovel ready” for development. Tehama County policy makers could consider implementing an infrastructure-financing district, providing a tax increment financing for needed infrastructure improvements.

Infrastructure Financing Districts are a means of tax increment financing available in California for infrastructure improvements. There are a variety of different programs available with slightly different structures in the approval process, what it takes to create the district, and what sort of infrastructure improvements can be made.

### Benefit of Improved Amenities

Enhancing the visual appearance of Tehama County and the incorporated cities therein also provides substantial benefit in the effort to recruit new companies to locate in Tehama County. As people from outside of the area consider locating their business in Tehama County or elsewhere, they will consider what type of community is available here. And providing a visually attractive place to call home with good roads and streetscapes is key to this effort.

### Marketing to New Businesses

Tehama County is currently working on a website devoted to economic development. This website will have data and demographics so people could learn about the County. It will host information on the development process in Tehama County and will have information available properties for sale and lease. This website is essential to the County’s economic development efforts, because companies do extensive research about communities before they ever consider contacting them. Tehama County could be eliminated from site selection efforts only because of a lack of available information about the community online. The Economic Development and Jobs Coordinator will work to expand knowledge of Tehama County among commercial developers.

## Incentive Packages to Consider

The Tehama County Board of Supervisors may want to consider implementing an incentive package to help encourage businesses to expand and locate in Tehama County. Incentive packages are a proven tool to help entice companies to locate in one jurisdiction over another. These specific policy proposals are left to the discretion of the Board of Supervisors, and should be included in a document such as this. This document is intended as a living document, and can be updated as necessary to change guidelines and principles as deemed appropriate by the Tehama County Board of Supervisors.

### Incentive Package Related Policies

The most important aspect of any incentive program is that it must show a return on investment. The Tehama County Board of Supervisors could consider adopting requirements to help ensure all incentive dollars are returned, either directly or indirectly, over time, through increased revenues from the new or expanded facility and its related activities.

To help ensure all incentives are recuperated through increased revenues, the Board of Supervisors could require all economic development incentives be preceded by an agreement with the business involved binding to minimum levels of capital investment and or job creation. Providing for penalties and or reductions in funded incentives if agreed to investments or jobs are not met.

Businesses and industries already sited in Tehama County are the key element of the County's current economy. Therefore, the Board of Supervisors may want to ensure the terms and application of all economic development incentive policies result in existing industries receiving consideration for incentives that are on terms equal to or better than those available to a company considering locating its first facility in Tehama County.

Each economic development project that may use incentive funding would be considered on its own merits, using guidelines established by the Tehama County Board of Supervisors and outlined in this document. These guidelines shall be subject to periodic review and may be modified, amended or terminated. In the event of any modification, amendment, or termination, economic development incentives to which the County previously committed will not be affected.

In determining whether to provide an economic development incentive for a project, and, the amount of such incentive, the Board should create guidelines for project assessment that could include the following items:

- The total capital investment in the project including site acquisition, site improvement, building cost, and equipment
- The number, type, and quality of jobs created
- Wage levels for jobs created by the project

- The potential for future expansions and increased employment or the effect of the project on other economic growth and or benefits to the County
- Site-specific issues impacting public infrastructure expansions that will stimulate development in areas of the County, thus benefitting overall community development

When considering projects for potential economic development incentives, the Board of Supervisors could set certain minimum thresholds. Meeting these threshold requirements may not guarantee that the project will be considered. The Board reserves in its sole discretion the right to approve or disapprove any project. Meeting these minimum threshold requirements would not mandate approval by the Board.

Minimum threshold requirements could outline the minimum level of capital investment to be made by the private company. It could also outline expectations of the wage levels of the newly created jobs, for example that wages should be higher than current median County wages.

Threshold requirements could also state that the project must increase the level of employment in Tehama County, or keep the County from losing jobs. A project could fit any number of these examples:

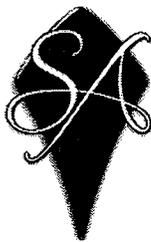
- A direct addition of jobs at the company receiving the incentive
- The net creation of jobs within the County as a direct result of a capital investment being made which may increase the productive capacity of an operation.
- The modernization of an operation to maintain competitiveness within its industry. Such a project may be undertaken to prevent the potential reduction or closure of operations and the potential reduction or complete loss of jobs at a facility.

## Conclusion

Tehama County has a lot to offer for economic development and jobs creation. Following this targeted strategy will help foster a thriving business environment among existing businesses, recruit new business to the area, facilitate workforce development, and promote tourism. The overall goal of all economic development work in Tehama County should be to bring new money into the County, which will benefit all existing residents. If more people in Tehama County have better available employment opportunities, they are more likely to go out to dinner, see a movie with friends, and otherwise spend money at other businesses in the area.

# Tehama County Economic Development

## New Project Highlights



Compiled by Caylyn Brown  
of Strategic Alliances

# GO-Biz

- Four submissions to the Governor's Office of Business and Economic Development
- Great opportunity for local jurisdictions in Tehama County to collaborate

# Golden Shovel

- Groundbreaking website management company specializing in local government economic development
  - Assistance pinpointing Tehama County's Target audience
  - Building relationships with site selectors
  - Running newly created economic development website



# Tehama County Property Database

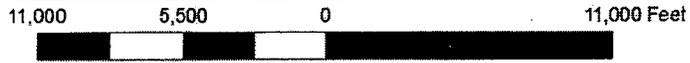
- Tool to identify appropriately zoned available properties in Tehama County
- Intended for internal use among our local jurisdictions
- Will assist with quickly identifying sites for potential projects

**SOUTH RED BLUFF INDUSTRIAL**

Aer 3.5



**Legend**  
 SOUTH RED BLUFF INDUSTRIAL



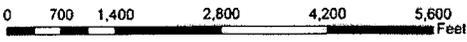
Tehama County Planning Department  
 June 30, 2014  
 Prepared by Robert A. Halpin, AICP, Planner II

Map #9 - South Red Bluff Industrial (1 of 4)

APN	Acreage	Noteable Features	Vacant	Owner (According to Enplan)	Physical Address of Property	Contact Address of Property Owner
039-470-23-1	8 Acres	Vacant	Yes	Frances Porter	750 DIAMOND AVENUE RED BLUFF CA 96080	16734 IVY AVE FONTANA CA 92335
035-470-19-1	39.25 Acres	Shasta College	No	Shasta College	700 DIAMOND AVENUE RED BLUFF CA 96080	11555 OLD OREGON TRAIL REDDING CA 96003
035-470-21-1	154.56 Acres	Vacant	Yes	Rivermille LLC	NA	725 FOLGER AVE BERKELEY CA 94710
035-470-12-1	1.81 Acres	Tetrad Services	No	June Bug Properties LLC	960 DIAMOND AVENUE RED BLUFF CA 96080	1211 DRIFTWOOD COVE RD LAKE ALMANOR CA 96137
035-470-15-1	5 Acres	Unknown	No	California Power Holdings	970 DIAMOND AVENUE RED BLUFF CA 96080	1015 BRIGGS RD #150 MOUNT LAUREL NJ 08054
035-470-23-1	99.98 Acres	Pactiv	No	Pactiv	1000 DIAMOND AVENUE RED BLUFF CA 96080	6920 POINTE INVERNESS WAY #301 FORT WAYNE IN 46804
035-470-03-1	56 Acres	Landlocked by Pactiv	No	Sierra Pacific	NA	PO BOX 496014 REDDING CA 96049
035-240-25-1	2.44 Acres	Wright Bros	No	Wright Bros Development	22171 RIVERSIDE AVE RED BLUFF CA 96080	859 WASHINGTON STREET #220 RED BLUFF CA 96080
035-240-26-1	28 Acres	Wright Bros	No	Wright Bros Development	NA	859 WASHINGTON STREET #220 RED BLUFF CA 96080
035-240-29-1	45 Acres	Vacant?	Yes	Jerry Doran	22153 RIVERSEIE AVE RED BLUFF CA 96080	14406 HWY 36W COTTONWOOD CA 96022
035-240-30-1	1.68 Acres	House?	Unsure	Joseph Rodriguez	22149 RIVERSIDE AVE RED BLUFF CA 96080	22153 RIVERSIDE AVE RED BLUFF CA 96080
035-240-05-1	2.13 Acres	3BR 1BA 1910sqft	No	Dale Sanders	22133 RIVERSIDE AVE RED BLUFF CA 96080	21605 NE 10TH AVE RIDGEFIELD WA 98642
035-240-08-1	6.44 Acres	Tehama County Mosquito	No	Tehama County Mosquito	11861 HWY 99W RED BLUFF CA 96080	NA
035-240-32-1	5 Acres	Church	No	Iglesia Nueva Vida	11841 HWY 99W RED BLUFF CA 96080	11841 HWY 99W RED BLUFF CA 96080
035-240-36-1	7.5 Acres	Vacant	Yes	Iglesia Nueva Vida	NA	11841 HWY 99W RED BLUFF CA 96080
035-260-03-1	51 Acres	Vacant	Yes	Frednck Brockman	NA	PO BOX 163 RED BLUFF CA 96080

# Diamond Property

3.D



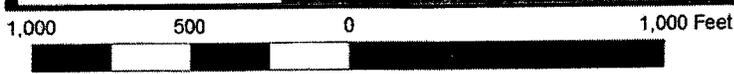
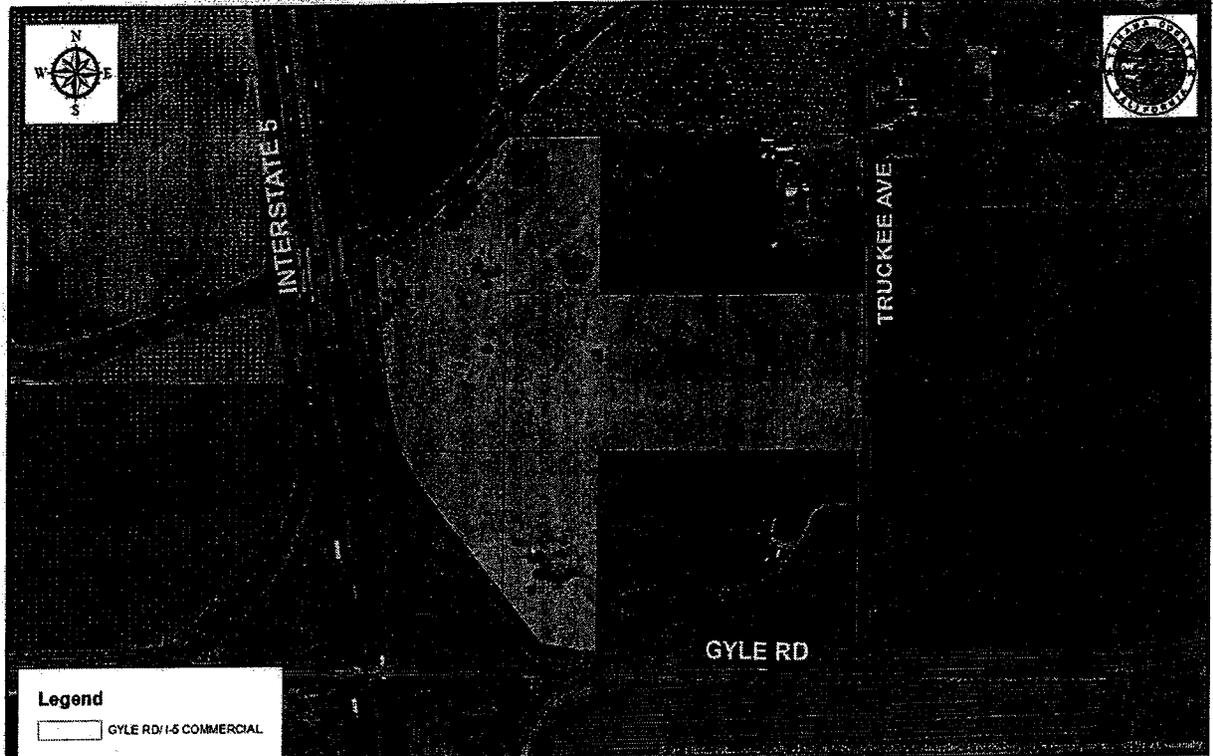
Tehama County Planning Department  
 March 19, 2015  
 Prepared by TC Planning Dept.

Map #34 - Diamond Property

APN	Acreage	Noteable Features	Vacant	Owner (According to Enplan)	Physical Address of Property	Contact Address of Property Owner
035-470-19-1	39.25 Acres	Shasta College	No	Shasta College	700 Diamond Avenue, Red Bluff	11555 Old Oregon Trail, Redding, CA
035-470-21-1	154.56 Acres	For Sale: John Troughton 510-908-5037	Yes	RiverMill LLC	NA	725 Foiger Avenue, Berkeley, CA 94710
035-470-15-1	5 Acres	Power Plant	No	California Power Holdings LLC	970 Diamond Avenue, Red Bluff	1015 Briggs Road #150, Mount Laurel, NJ, 08054
035-470-23-1	99.89 Acres	Manufacturing	No	PACTIV LLC	1000 Diamond Avenue, Red Bluff	6920 Pointe Inverness Way #301, Fort Wayne, IN 46804

**GYLE RD/I-5 COMMERCIAL**

Aer 3b



Tehama County Planning Department  
June 10, 2014  
Prepared by Robert A. Halpin, AICP, Planner II

**Map #17 - Gyle Road Commercial**

APN	Acreage	Noteable Features	Vacant	Owner (According to Enplan)	Physical Address of Property	Contact Address of Property Owner
063-230-32-1	6.89 Acres	Vacant	Yes	WM Jensen		PO Box 88, Millville, CA 96062
063-230-33-1	1.9 Acres	Vacant	Yes	WM Jensen		PO Box 88, Millville, CA 96062
063-230-31-1	3.33 Acres	Vacant	Yes	WM Jensen		PO Box 88, Millville, CA 96062
063-230-30-1	12.57 Acres	Vacant	Yes	WM Jensen		PO Box 88, Millville, CA 96062
063-230-34-1	4.1 Acres	Vacant	Yes	WM Jensen		PO Box 88, Millville, CA 96062

**SOUTH LIBERAL/I-5 GP COMMERCIAL NOT ZONED**

Aer 3.b



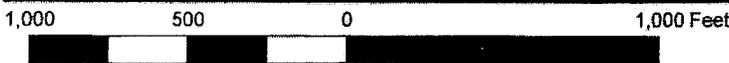
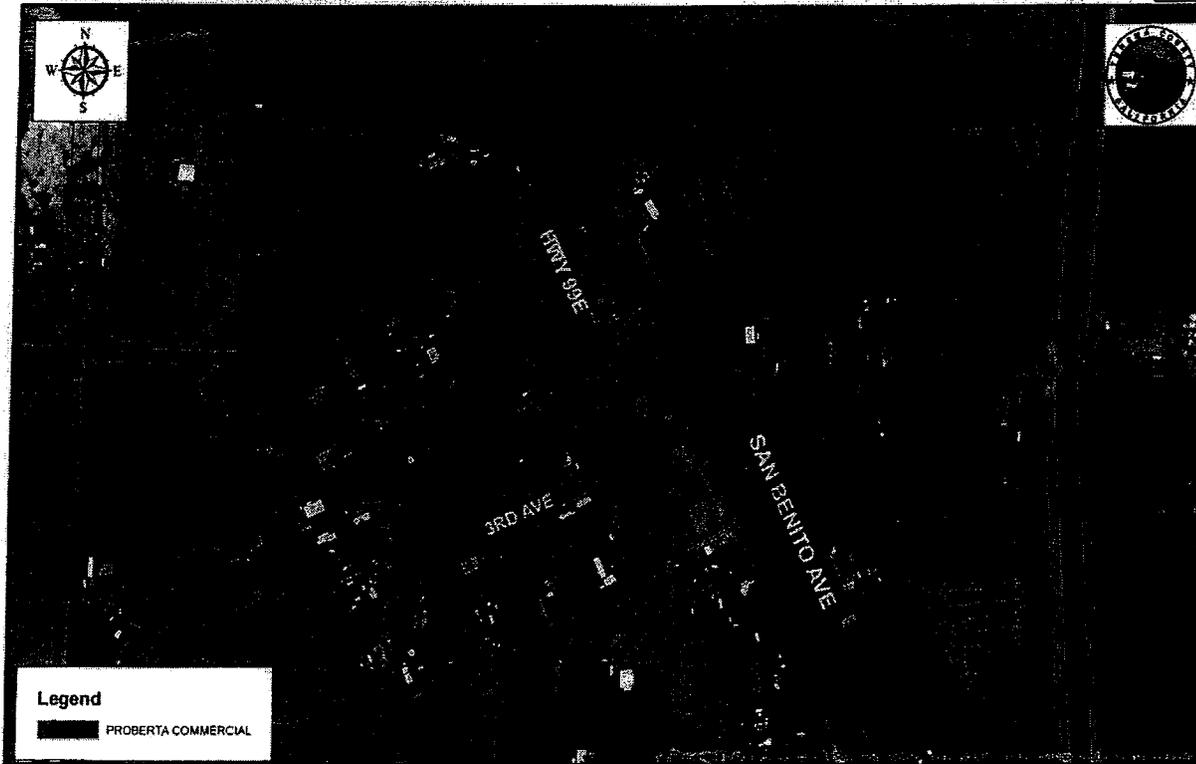
Tehama County Planning Department  
June 10, 2014  
Prepared by Robert A. Halpin, AICP, Planner II

**Map #26 - South Liberal / I-5 GP Commercial Not Zoned**

APN	Acreege	Noteable Features	Vacant	Owner (According to Enplan)	Physical Address of Property	Contact Address of Property Owner
087-280-23-1	8.69 Acres	Vacant	Yes	Brdley Green	NA	24140 Easy Street, Corning, CA 96021
087-280-28-1	8.48 Acres	Vacant	Yes	Mary Weinnger	NA	218 Hathaway Ct, Sacramento, CA 95864
087-280-25-1	18 Acres	Vacant	Yes	Mary Weinnger	NA	218 Hathaway Ct, Sacramento, CA 95864

**PROBERTA COMMERCIAL**

**Aerial 3.b**



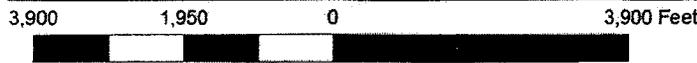
Tahama County Planning Department  
June 30, 2014  
Prepared by Robert A. Haloin, AICP, Planner II

**Map #12 - Proberta Commercial**

APN	Acreage	Noteable Features	Vacant	Owner (According to Enplan)	Physical Address of Property	Contact Address of Property Owner
037-182-06-1	1.17 Acres	Flanagan's Machine Shop	No	Kenneth Flanagan	9851 Hwy 99W	PO Box 111, Proberta CA 96078
037-182-20-1		Vacant	Yes	Davis Goodwin	9851 Hwy 99W	9259 Oat Avenue, Gerber, CA 96035
037-182-19-1		Vacant	Yes	Davis Goodwin	9861 Hwy 99W	9259 Oat Avenue, Gerber, CA 96035
037-182-18-1		Vacant	Yes	Davis Goodwin	9869 Hwy 99W	9259 Oat Avenue, Gerber, CA 96035
037-173-04-1		Vacant	Yes	Chas Dietz	9903 Hwy 99W	PO Box 320, Proberta, CA 96078
037-173-03-1		Vacant	Yes	Chas Dietz	9915 Hwy 99W	PO Box 320, Proberta, CA 96078
037-173-15-1	.16 Acres	Vacant	Yes	Chas Dietz		PO Box 320, Proberta, CA 96078
037-173-16-1	.32 Acres	Vacant	Yes	Chas Dietz	9927 Hwy 99W	PO Box 320, Proberta, CA 96078
037-164-04-1		Vacant	Yes	Everardo Espinosa	9949 Hwy 99W	PO Box 1, Gerber, CA 96035
037-164-03-1		Vacant	Yes	Everardo Espinosa	9957 Hwy 99W	PO Box 1, Gerber, CA 96035
037-164-02-1		Vacant	Yes	Everardo Espinosa	9961 Hwy 99W	PO Box 1, Gerber, CA 96035
037-161-01-1	1.67 Acres	Harvey's Market: Room for Other Development	No	Shirley Zenda	9975 Hwy 99W	PO Box 25, Gerber, CA 96035
037-165-01-1		Auto Repair Shop	No	Geo Ottman		PO Box 66, Proberta, CA 96078
037-174-01-1		Vacant (yard of junk)	Yes	M&S Properties		PO Box 901, Gerber, CA 96035
037-184-04-1		Auto Repair Shop	No	M&S Properties		PO Box 901, Gerber, CA 96035

**NORTH CORNING INDUSTRIAL**

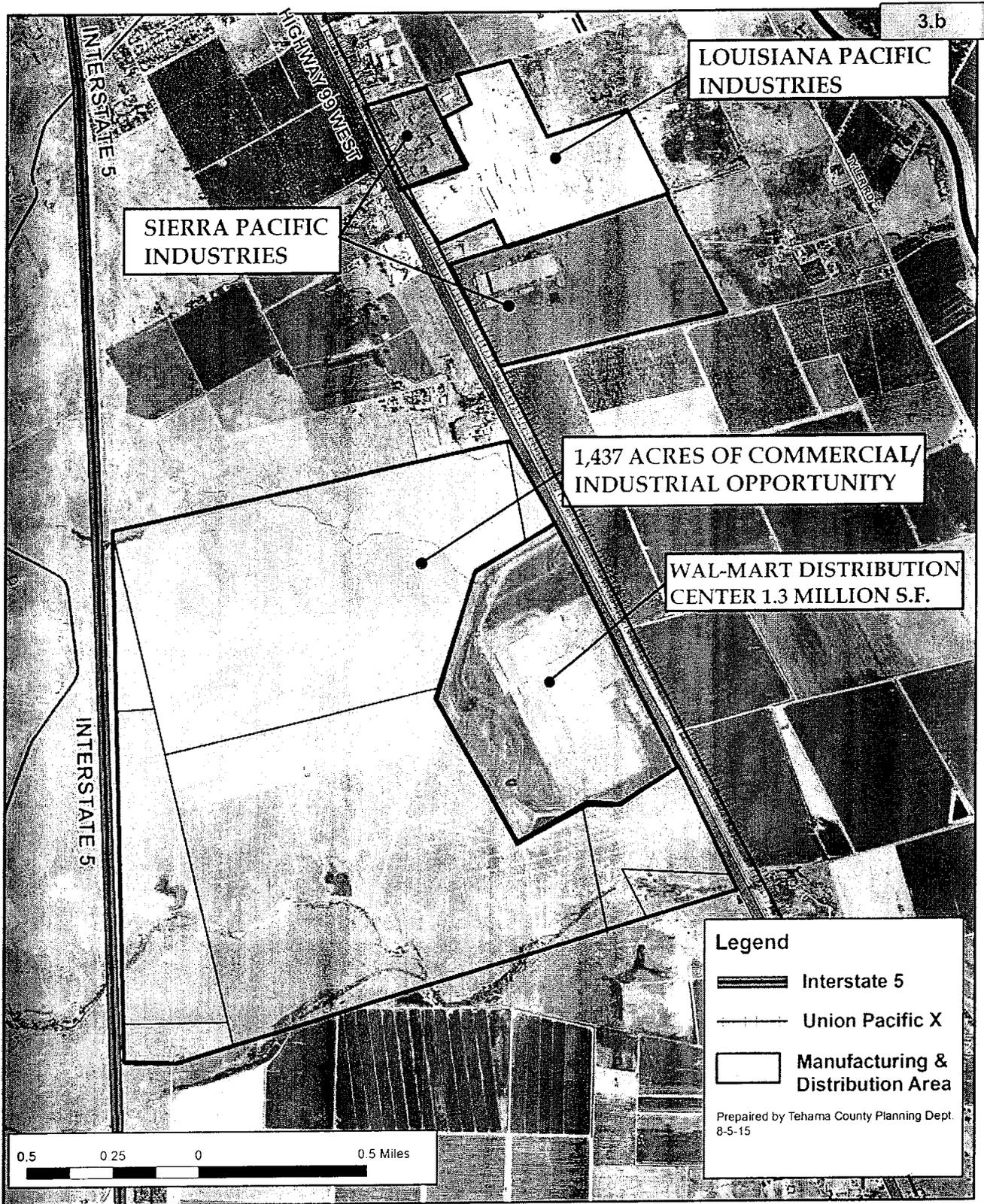
Aer 3 b



Tehama County Planning Department  
June 10, 2014  
Prepared by Robert A. Halpin, AICP, Planner II

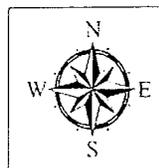
Map #21 - North Corning Industrial (Map 1 of 2)

APN	Acreage	Noteable Features	Vacant	Owner (According to Enplan)	Physical Address of Property	Contact Address of Property Owner
075-020-42-1	10 Acres	Vacant	Yes	Talvi Tuula		249 Franciscan Dr Danville CA 94526
075-020-41-1	10 Acres	Vacant	Yes	Talvi Tuula		249 Franciscan Dr Danville CA 94526
075-020-38-1	10 Acres	Vacant	Yes	Talvi Tuula		249 Franciscan Dr Danville CA 94526
075-020-37-1	10 Acres	Vacant	Yes	Talvi Tuula		249 Franciscan Dr Danville CA 94526
075-020-01-1	12 Acres	Eco Shell	No	Grain Chas Jr.		10695 Decker Avenue Los Molinos CA 96055
067-260-01-1	5 Acres	Eco Shell	No	Grain Chas Jr.		10695 Decker Avenue Los Molinos CA 96055
067-260-75-1	35.2 Acres	Vacant	Yes	Carol Anderson		25180 64th Avenue Los Molinos CA 96055
067-260-66-1	2 Acres	Vacant	Yes	Carol Anderson		25180 64th Avenue Los Molinos CA 96055
067-260-77-1	20 Acres	Vacant (land at the end of the airport runway)	Yes	City of Corning		794 3rd Street Corning CA 96021
067-260-19-1	2.42 Acres	Vacant (land at the end of the airport runway)	Yes	City of Corning		794 3rd Street Corning CA 96021
067-260-79-1	8.79 Acres	Vacant (land at the end of the airport runway)	Yes	City of Corning		794 3rd Street Corning CA 96021
067-260-80-1	28.79 Acres	Vacant (land at the end of the airport runway)	Yes	City of Corning		794 3rd Street Corning CA 96021
067-260-02-1				Carol Laws (Anderson)		
067-260-62-1	26.98 Acres	Vacant	Yes	Carol Anderson		25180 64th Avenue Los Molinos CA 96055
067-260-81-1	20 Acres	Vacant (land at the end of the airport runway)	Yes	City of Corning		794 3rd Street Corning CA 96021
067-260-82-1	40 Acres	Vacant (land at the end of the airport runway)	Yes	City of Corning		794 3rd Street Corning CA 96021
067-260-62-1	26.98 Acres	Vacant	Yes	Carol Anderson		25180 64th Avenue Los Molinos CA 96055
067-260-22-1	13.28 Acres	Vacant	Yes	Carol Anderson		25180 64th Avenue Los Molinos CA 96055



# Tehama County Opportunities For Hi-Tech Manufacturing

**Note.**  
 All Building Coverage and Acre Estimates are approximate. Assessor's Parcel lines shown on this map are not necessarily separate legal and/or conveyable parcels.



Contact Caylyn Brown at:  
 caylyn.brown@gmail.com and  
 530-200-0663

# FOR SALE BUSINESS PARK LAND SITE DIAMOND AVENUE, RED BLUFF, CALIFORNIA

## \$5,000,000

### AVAILABLE

- 154.56± acres
- Site is adjacent to Interstate 5, Sacramento River and Rail
- Located in Tehama County
- Close to Airport
- Near services
- Proven Distribution Area
- Zoned: M2 General Industrial



**John Troughton**

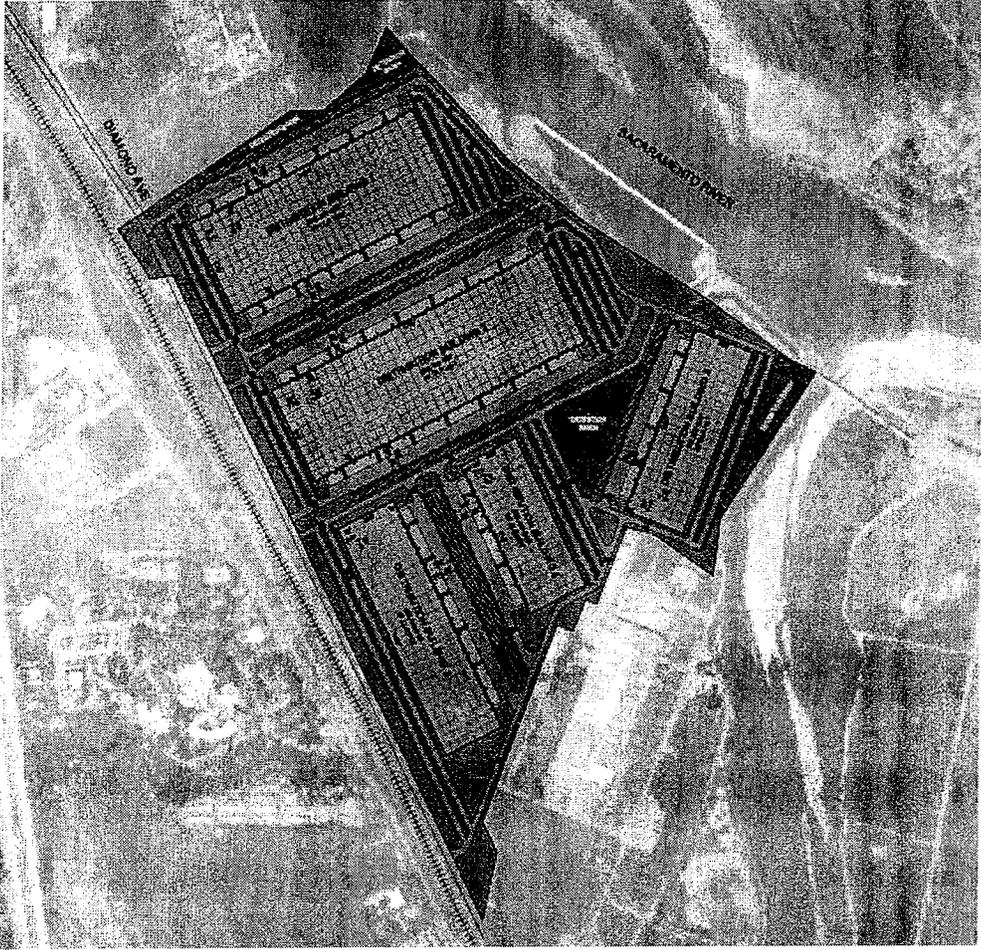
Vice President

510.908.5007

[jtroughton@kennedywilson.com](mailto:jtroughton@kennedywilson.com)

Kennedy Wilson Brokerage Group • 1880 Howe Avenue, Suite 210 • Sacramento, CA 95825

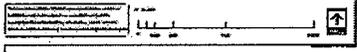
**KENNEDY WILSON**



Schema 1 Conceptual Site Plan

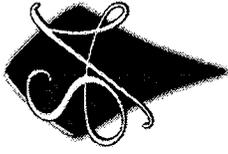
Siemens Bros.  
Red Bluff, GA

<b>PROJECT DATA</b>	
SITE AREA	37,100 SQ FT
CONCRETE AREA	6,240 SQ FT
ASPHALTING	8,912 SQ FT
NET SITE AREA	37,100 SQ FT
<b>BUILDING 1 AREA</b>	
AREA	36,000 SQ FT
FOOTPRINT	36,000 SQ FT
▲ BLDG. 1 USE: OFFICE	140
○ BLDG. 1 USE: RETAIL	5
<b>BUILDING 2 AREA</b>	
AREA	984,960 SQ FT
FOOTPRINT	984,960 SQ FT
▲ BLDG. 2 USE: OFFICE	104
○ BLDG. 2 USE: RETAIL	5
<b>BUILDING 3 AREA</b>	
AREA	102,400 SQ FT
FOOTPRINT	102,400 SQ FT
▲ BLDG. 3 USE: OFFICE	11
○ BLDG. 3 USE: RETAIL	1
<b>BUILDING 4 AREA</b>	
AREA	35,040 SQ FT
FOOTPRINT	35,040 SQ FT
▲ BLDG. 4 USE: OFFICE	100
○ BLDG. 4 USE: RETAIL	2
<b>BUILDING 5 AREA</b>	
AREA	35,040 SQ FT
FOOTPRINT	35,040 SQ FT
▲ BLDG. 5 USE: OFFICE	93
○ BLDG. 5 USE: RETAIL	4
<b>TOTAL BUILDING AREA</b>	<b>708,680 SQ FT</b>
<b>LOT COVER</b>	<b>1.9%</b>
<b>NET LOT COVER</b>	<b>100%</b>
<b>ASPHALTING (NET SITE)</b>	<b>23,872 SQ FT</b>
<b>CONCRETE (NET SITE)</b>	<b>6,240 SQ FT</b>
<b>TOTALS</b>	<b>301,112 SQ FT</b>



**WARE MALCOMB** ARCHITECTS  
1

# Tehama County Economic Development Strategy



Compiled by Caylyn Brown of  
Strategic Alliances

# Where is Tehama County Going?

- This document was created as a draft set of ideas to begin a discussion around what the Tehama County Board of Supervisors would like to see for Economic Development and Jobs Creation

# Local Economic Development

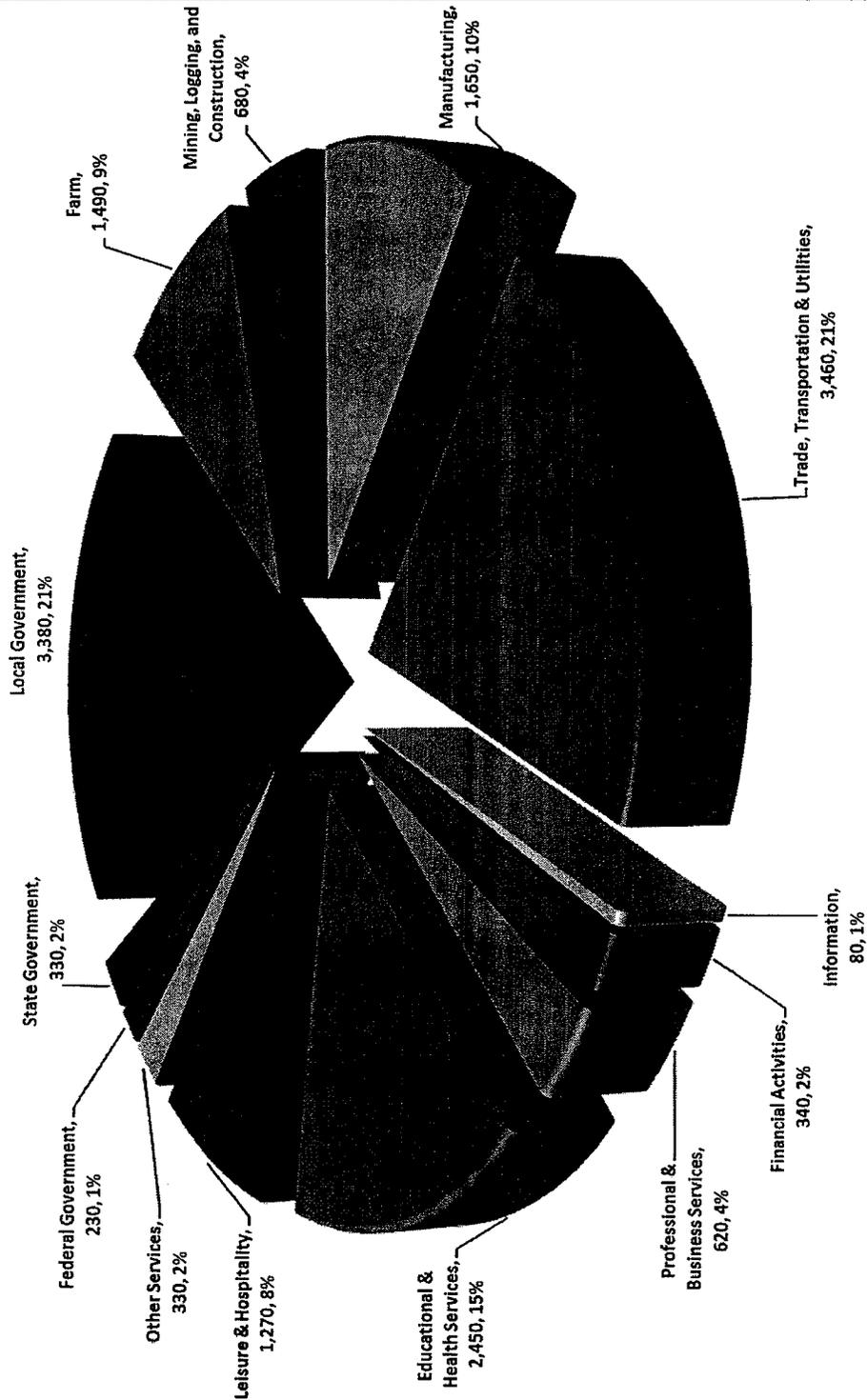
- Public and private sectors working for a common goal to create economic growth and employment generation

“Tehama County is vibrant and prosperous with a strong, diverse economic base along I-5, and an innovative and creative environment where new ventures and entrepreneurs thrive. Businesses, workers, and residents benefit from the region’s efficient transportation options, and affordable housing that is close to work, sustainable natural resources, recreational outings, good schools and colleges, and a highly educated workforce”

# Tehama County 2013 Industry Employment

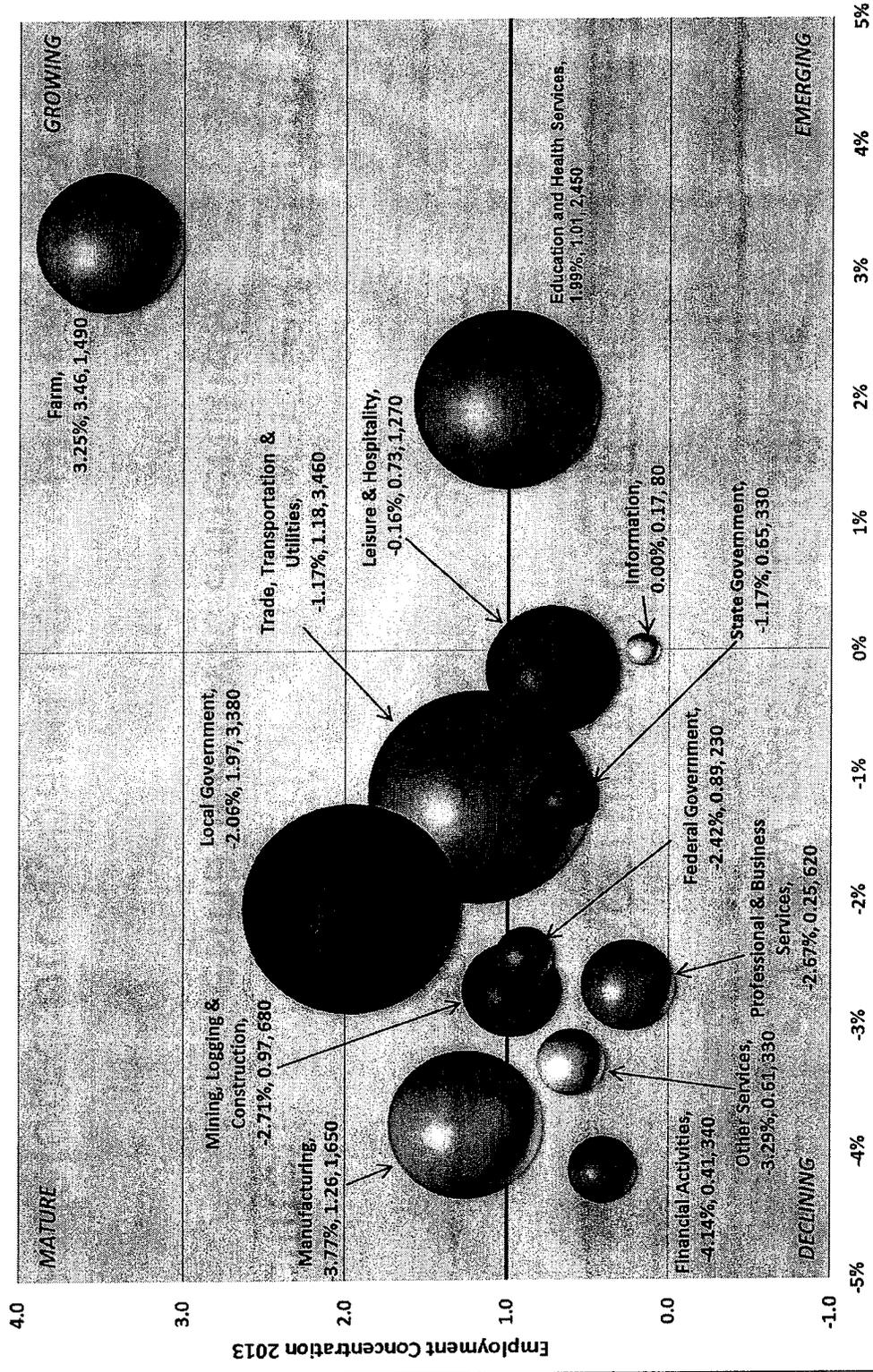
Total Annual Average Employment: 16,300

Total Government: 3,940, 24%



Source: Employment Development Department

# Tehama County Industries 2008-2013



Compound Annual Growth Rate 2008-2013

Source: Employment Development Department

# Successful Economic Development

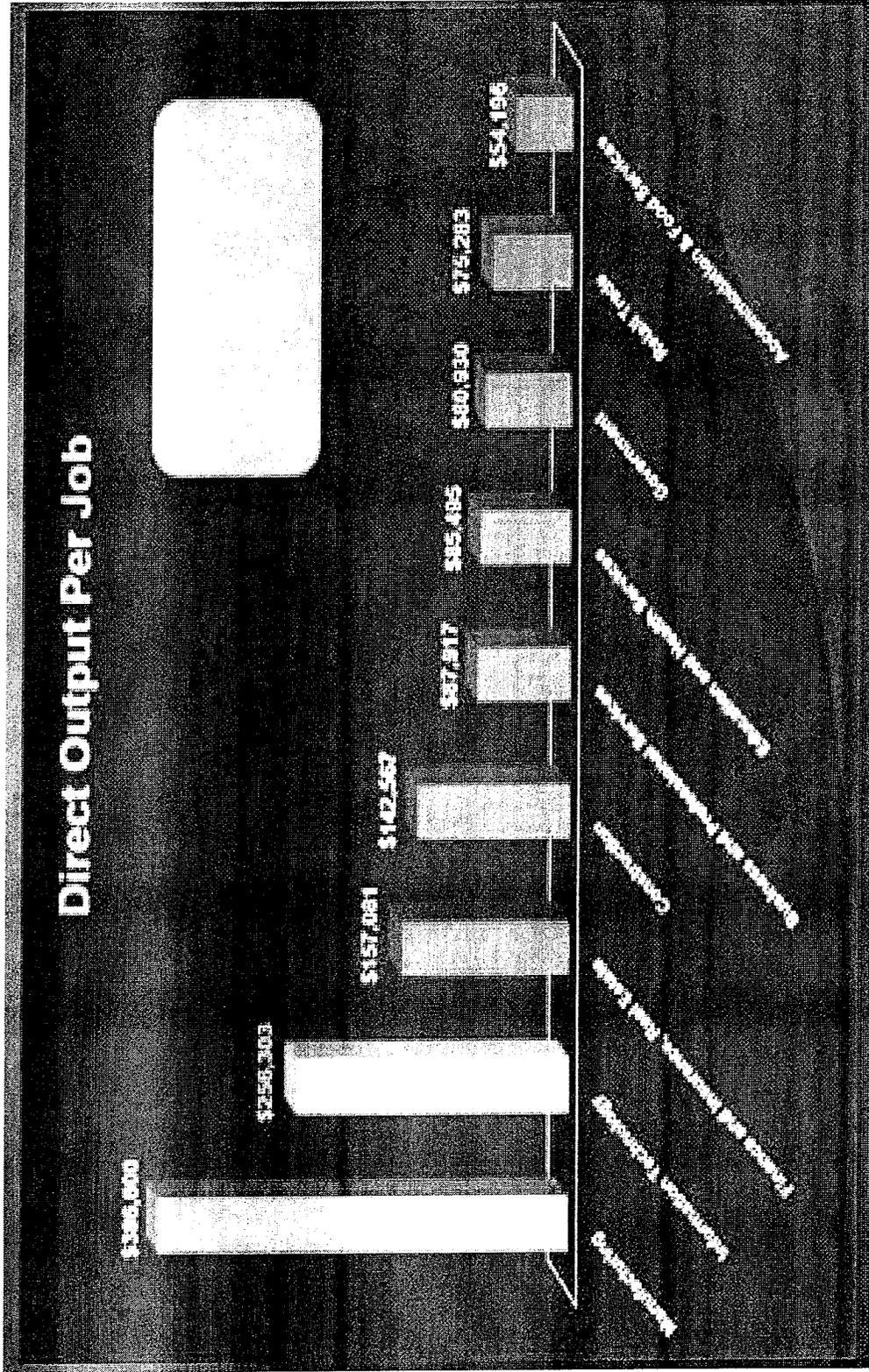
- Grow existing business
- Recruit new business
- Enhance workforce development
- Facilitate existing efforts to promote tourism and  
enhance civic amenities
- Develop a broadband fiber optic cable system

## Strategic Challenges

- Corporations in population centers often do not consider locating in areas like Tehama County
- Historical land use practices limit commercial zoning in the I-5 corridor
  - Limited local infrastructure
- National and state economic uncertainty

## Strategic Strengths

- Large tracks of undeveloped land zoned for commercial development
- High priority with the Board of Supervisors
  - Comparative low cost of land
- Engaged and interested business community
  - Loyal and motivated workforce
  - Low cost of housing and living
    - High quality of life



Source: Used with permission from Bill Gaines of Transfer Flow

# Incentive Packages

- Many jurisdictions have incentive packages to help entice companies to consider moving to their locality
- Appropriately structured incentive packages with checks and balances can be an important addition to any economic development program

# Infrastructure Improvements

- Local jurisdictions in Tehama County may want to consider making upgrades to local infrastructure and visual appeal of County to help attract out of town businesses
- Many of the best sites for development do not currently have access to water or sewer

# Collaboration and Coordination

- Jobs create business for everyone in Tehama County, and a need for housing, housing creates vibrant downtowns and communities
- Opportunity for local jurisdictions to work together is vital to the success of jobs creation

