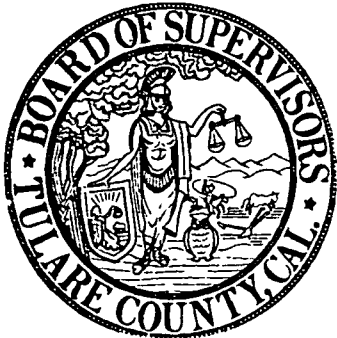


**BEFORE THE BOARD OF SUPERVISORS  
COUNTY OF TULARE, STATE OF CALIFORNIA**

IN THE MATTER OF PRESENTATION )  
AND APPROVAL OF TULARE COUNTY ) Resolution No. 2018-0578  
ECONOMIC DEVELOPMENT OFFICE )  
FY 2018/19 WORK PROGRAM )

UPON MOTION OF SUPERVISOR VANDER POEL, SECONDED BY SUPERVISOR ENNIS, THE FOLLOWING WAS ADOPTED BY THE BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD JUNE 26, 2018, BY THE FOLLOWING VOTE:

AYES: SUPERVISORS CROCKER, VANDER POEL, SHUKLIAN, WORTHLEY, AND ENNIS  
NOES: NONE  
ABSTAIN: NONE  
ABSENT: NONE



ATTEST: MICHAEL C. SPATA  
COUNTY ADMINISTRATIVE OFFICER/  
CLERK, BOARD OF SUPERVISORS

BY: Mary Ravello  
Deputy Clerk

\*\*\*\*\*

- (1) Received a presentation about Economic Development Accomplishments; and
- (2) Approved the Economic Development Office FY 2018/19 Work Program

RMA

HAR  
06/26/2018



**Resource Management  
Agency  
COUNTY OF TULARE  
AGENDA ITEM**

**BOARD OF SUPERVISORS**

KUYLER CROCKER  
District One  
PETE VANDER POEL  
District Two  
AMY SHUKLIAN  
District Three  
J. STEVEN WORTHLEY  
District Four  
MIKE ENNIS  
District Five

**AGENDA DATE:** June 26, 2018

Public Hearing Required	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Scheduled Public Hearing w/Clerk	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Published Notice Required	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Advertised Published Notice	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
County Counsel Sign-Off	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Meet & Confer Required	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Electronic file(s) has been sent	Yes	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Budget Transfer (Aud 308) attached	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Personnel Resolution attached	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Agreements are attached and signature line for Chairman is marked with tab(s)/flag(s)	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
CONTACT PERSON: Celeste Perez    PHONE: (559) 624-7010				

**SUBJECT:** Receive a presentation and approve the Tulare County Economic Development Office FY 2018/19 Work Program

**REQUEST(S):**  
That the Board of Supervisors:  
(1) Receive a presentation about Economic Development Accomplishments; and  
(2) Approve the Economic Development Office FY 2018/19 Work Program.

**SUMMARY:**  
To promote economic development effectively, the Board of Supervisors adopted a Strategic Business Plan in 2006 (Updated in 2018) emphasizing a strategic initiative designed to enhance the economic well-being of Tulare County’s residents by providing, among other things, “a business-friendly” and “can-do” work ethic.

The Economic Development Office was established within the Economic Development and Planning Branch of Resource Management Agency (RMA) in early 2012 in conjunction with the County Administrative Office and with support of the Board of Supervisors.

**ECONOMIC DEVELOPMENT STRATEGY**

Promoting economic development opportunities by creating the conditions under which jobs are created, income is increased, and an increase in durable real estate and business value.

Examples of creating the conditions under which economic development can thrive are: (1) the construction of roads and infrastructure; (2) an expedited planning, zoning and building permit system; and (3) the delivery of public services in a timely

**SUBJECT:** Receive a presentation and approve the Tulare County Economic Development Office FY 2018/19 Work Program

**DATE:** June 26, 2018

basis and in a cost-effective manner.

Within this enlightened approach to our local economy, it can be stated also that the maxim “Rising Tide Will Lift All Boats” is most fitting. With this background in mind, an Economic Development Strategy can be outlined as follows:

1. Businesses should be retained, expanded, created and recruited.
2. Planning projects and building permits should be processed efficiently and creatively with a “can do” approach.
3. Infrastructure projects should be planned, funded, constructed and operated as rapidly as possible.
4. A target marketing plan should be established and executed focusing on business development.
5. Business counseling, job training and community outreach should be emphasized.
6. Intergovernmental economic development opportunities should be maximized where feasible and appropriate.
7. Explore creative ways in which a public-private development partnership can generate increased streams of revenue for example, property taxes, sales taxes, transient occupancy taxes and project revenue sharing.

#### PROPOSED ECONOMIC DEVELOPMENT WORK PROGRAM

A key to effective implementation of the Economic Development Strategy is that work program must align with the strategy. Accordingly, the Economic Development Office FY 2018/19 Work Program is proposed as follows:

- Business Expansion, and Retention (BEAR) Program;
- Economic Development Study and Targeted Implementation Plan;
- Partner with Farm Bureau on World Ag Expo agribusiness promotion;
- Promote development of business-related infrastructure (i.e. sewer, water, Internet access) through grants, public-private partnerships, etc.;
- Promote the development of renewable/clean energy technology and manufacturing;
- Coordinate with federal, state and local public entities (including non-profit organizations) to promote economic development within Tulare County.

The Economic Development Office has been able to assist in achieving multiple permit and project approvals that embody the principles of the County’s Economic Development Strategy. Measurable progress has been achieved in the following business sectors: Agri-Business, Renewable Energy, Healthcare, Commercial and Industrial.

To respond rapidly to various business prospects, an Economic Development

**SUBJECT:** Receive a presentation and approve the Tulare County Economic Development Office FY 2018/19 Work Program

**DATE:** June 26, 2018

Response Team has been established. The Team's mission is to foster business creation, expansion and attraction by providing quick review and feedback on development prospects and proposals. Members of this highly-motivated response team are Subject Matter Experts (SME) representing the RMA Public Works, Planning and Building Divisions, Tulare County Fire Department, Environmental Health Department and other agencies as required to provide insight, solve specific problems or help meet particular technical challenges associated with development proposals.

It should be noted that recent economic development activities throughout the unincorporated area of Tulare County could not have been achieved without the expertise, cooperation, and team-based collaboration of the CAO's office and across all RMA Branches and the assistance of other County departments. By continuing to emphasize a strategic management approach, it is anticipated that these advancements will increase during the next fiscal year.

Details of the Economic Development Office's recent accomplishments and the public value it continues to provide to the County will be highlighted in the presentation.

**FISCAL IMPACT/FINANCING:**

The proposed budget for the Tulare County Economic Development Office Work Program is \$168,000. The detail for this budget is itemized in Attachment "A" and will be approved through the regular budget process for Fiscal Year 2018-2019. As such, there will be no additional Net County Cost to the General Fund.

**LINKAGE TO THE COUNTY OF TULARE STRATEGIC BUSINESS PLAN:**

Promoting economic development is a key strategic initiative and goal of Tulare County's Strategic Business Plan. Specifically, the proposed work program for the Economic Development Office will enhance the promotion and realization of economic development outcomes within Tulare County, particularly the unincorporated area.

**ADMINISTRATIVE SIGN-OFF:**

\_\_\_\_\_  
Michael Washam  
Associate Director

\_\_\_\_\_  
Reed Schenke, P.E.  
Director

cc: County Administrative Office

Attachment(s) Economic Development Office FY 2018/19 Work Program



# Tulare County

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## ECONOMIC DEVELOPMENT OFFICE

### Attachment "A"

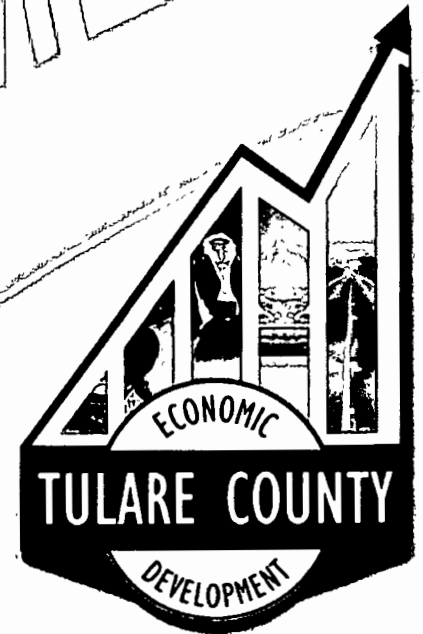
### Economic Development Office Work Program (Proposed Fiscal Year 2018/19 Budget)

<b>Website</b> .....	\$ 18,000.00
(Hosting, development and maintenance)	
<b>Office Expenses</b> .....	2,500.00
(Office equipment and supplies)	
<b>Professional Services</b> .....	100,000.00
(Market studies, consultation and data services)	
<b>Marketing</b> .....	18,000.00
(Advertising, preprinted material)	
<b>Trade Shows</b> .....	17,000.00
(ICSC, solar industry, site logistics, agri-business)	
<b>Training / Professional Development</b> .....	6,000.00
(Conferences, books, subscriptions)	
<b>Professional Dues / Memberships</b> .....	3,000.00
(Associations, organizations)	
<b>Prospect Management</b> .....	3,500.00
(Prospect tours and site visits)	
<hr/>	
<b>Total</b>	<b>\$168,000.00</b>



# ***Tulare County Economic Development Office Update & Work Program***

Board of Supervisors  
June 26, 2018



# ***Economic Development Strategy***

- Strategic Business Plan (2018)
- Promoting economic development opportunities by creating the conditions under which jobs are created, income is increased, and an increase in durable real estate and business value.
- Examples of creating the conditions under which economic development can thrive are:
  1. The construction of roads and infrastructure;
  2. An expedited planning, zoning and building permit system; and
  3. The delivery of public services in a timely and cost-effective manner.
- “Rising Tide Will Lift All Boats”

# ***Economic Development Strategy - Outlined***

1. Businesses should be retained, expanded, created and recruited.
2. Planning projects and building permits should be processed efficiently and creatively with a “can do” approach.
3. Infrastructure projects should be planned, funded, constructed and operated as rapidly as possible.
4. A target marketing plan should be established and executed focusing on business development.
5. Business counseling, job training and community outreach should be emphasized.
6. Intergovernmental economic development opportunities should be maximized where feasible and appropriate.
7. Explore creative ways in which a public-private development partnership can generate increased streams of revenue for example, property taxes, sales taxes, transient occupancy taxes and project revenue sharing.



# ***Economic Development Office - Update***

- Business Expansion, Attraction and Retention (BEAR) Program
- Business Response Team
- Healthcare Sector
- Renewable Energy Sector
- Agri-Business Sector
- Commercial Sector
- Industrial Sector
- Community Development
- Project Processing
- Building Permits & Property Value
- FY 2018/19 Work Program
- Economic Development Outlook for FY 2018/19

# ***BEAR Program***

- Business, Expansion, Attraction and Retention (BEAR) Program
- Program focus is on existing businesses because up to 80% of job growth comes from existing local businesses.
- Short Term Objectives
  - Open lines of communication and build relationships with local businesses.
  - Provide support to local businesses.
  - Solve immediate individual business concerns.
  - Compile an inventory of existing businesses with contact information.
- Long Term Objectives
  - Increase the competitiveness of local businesses.
  - Establish and implement a strategic plan of action for business growth and economic development.

# Business Response Team

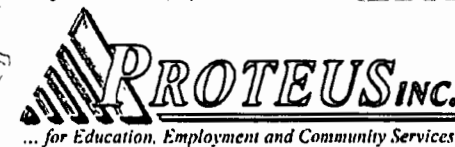
- Business Response Team (BRT) – Collaboration to provide rapid and substantive assistance to developers, existing businesses as well as prospective new development opportunities.
- The Economic Development Office created the team to provide expedited development plan review and permitting to primary employers.
- The BRT provides a connection between all the necessary County reviewing agencies, company representatives and their contractors.
- The primary objective of the BRT is a reduction in permitting and review time, thus helping companies save time and money.
- The team often suggests approaches to reduce the time involved in project approval and construction, including reasonably accelerating planning approvals.

# *Healthcare Sector*

- 2018 has seen continued growth in rural community health clinics
- Family HealthCare Network – Strathmore
- Sierra View Medical Center – Strathmore
- Tipton Medical Clinic – Tipton
- Benefits include jobs and medical services to underserved communities in the County:
  - Assisted with 9 new facilities
  - 120 new jobs
  - 5,600 monthly visits

# Renewable Energy Sector

- Total Approved: 21 approved projects – 360MW
- Operational: 20 projects – 310MW
- No projects are currently under construction
- Building Permit Fees: \$1.5 million
- Annual Revenue: \$196,250
- Jobs Created: 1,300 plus
- Job Training – Proteus



Reduced CO2 emissions  
for  
113,910  
vehicles per year



Reduced CO2 emissions  
From  
75,237  
homes per year



Reduced CO2 emissions  
from  
1,271,930  
barrels of oil consumed



Carbon sequestered by  
14,020,630  
tree seedlings grown for 10 years



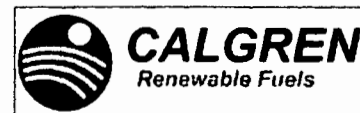
# *Renewable Energy Sector*

## **Anaerobic Digester Projects**

- Mass Energy Works – regional anaerobic digester project that will cover the lagoons at multiple dairies and transfer the captured methane gas to Calgren Renewable Fuels via an underground pipeline.
- California Bioenergy – multiple anaerobic digester projects.
- Permits have been issued for installation of anaerobic digesters at almost 30 individual dairies and the numbers continue to grow.
- In 2017, 11 projects were awarded \$16.8 M with a total project costs of \$61.7 M.
- Award announcement are expected in July 2018 for the next round with between \$65 to \$80 M
- Calgren Renewable Fuels – Building a biodiesel plant at its current facility that will produce 5 million gallons annually (\$9 million).

## **Dairy Solar Projects**

- An additional 10 dairies installed over 11 megawatts of photovoltaic solar systems. Since May 2015, over 62 megawatts of photovoltaic solar power have been installed on 58 dairies.



# Agri-Business Sector

- 2018 has seen continued growth in agri-business
- Sundale Vineyards – expansion at its cold storage packing facility (\$4.5 million).
- Pitman Family Farms – completed the first 5 of 48 poultry barns, each of which are capable of growing 150,000 chickens each year. At full buildout the new state-of-the-art poultry barns will increase the capacity of poultry production in Tulare County by 30% (\$19.2 million).
- Foster Farms – organic feed mill at its Traver facility with additional expansion plans in the near future (\$7.5 million).
- Setton Farms – completing twenty 48' silos and a new warehouse (\$14.7 million).



# Commercial Sector

COMING SOON  
DOLLAR GENERAL

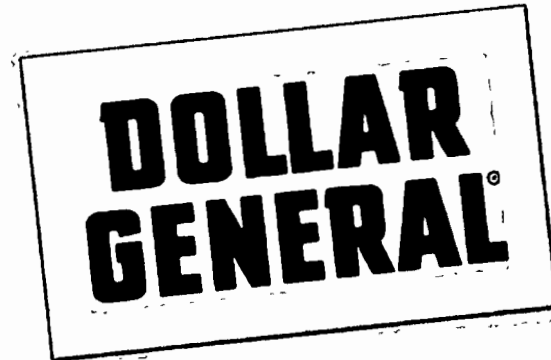
- 2018 continues to see growth in the Commercial Sector
- Dollar General Stores – Goshen & East Porterville
- Convenience store – Terra Bella
- Chevron Gas Station & Retail Center – Goshen
- Mexican Restaurants – East Porterville, Exeter
- Mi Rancho Market – Earlimart
- AM/PM – Goshen
- Interest is growing at multiple location in Tulare County.





# *Commercial Sector*

## Dollar General Stores



- First store in Earlimart in 2013
- Dollar General sells consumable basic goods, items that are frequently used and replenished that until now, hadn't been available within many of these communities. New Hiring!
- Communities now served:  
Earlimart (2013), Pixley (2015), Tipton (2014), Strathmore (2016), Oroquieta (2017), Poplar (2017), Goshen (2018) and East Porterville (2018).
- Countywide over 165 permanent jobs have been created.
- Annual Sales Tax revenue in the unincorporated area:  
\$61K (2017), \$43K (2016), \$23K (2015)
- Assessed Property Tax Valuation averages \$1.2M per store

# Industrial Sector

- LMG Ag Products is a new crop protection retailer who focuses on local growers in Fresno, Kern, Kings and Tulare Counties founded by farmers for farmers.



- Porterville Rock & Recycle / Mitch Brown – Culver Sand Mine (PMR 15-001) was approved to mine 75,000 tons annually with a total estimated 1,500,000 tons.

- Brandt Consolidated – Expanded into Tulare County when it acquired the abandoned Verdesian Life Sciences site north of Visalia.



# *Community Development*

- Community, Hamlet and Legacy Plans
- In 2016, the Economic Development Office boasted that an unprecedented 7 Community Plan Updates had been adopted within the past 12-months.
- In the last 12 months, the Board has adopted a total 23 Community, Hamlet and Legacy Community Plans including Goshen, Earlimart and earlier today Three Rivers.

*Community Plans* – Alpaugh, London, Earlimart, Richgrove, Sultana, Three Rivers and Goshen.

*Hamlet Plans* – Delft Colony, Monson, Tonyville, Allensworth, East Tulare Villa, Seville, Waukena, Lindcove, Teviston, West Goshen and Yettem.

*Legacy Plans* – El Monte Mobile Village, Matheny Tract, Hypericum, Tooleville and Jovista.

- The RMA Economic Development & Planning Branch received an American Planning Association Central Section – California Chapter 2018 Excellence and Achievement in Planning Award in the Opportunity and Empowerment Category for the Community, Hamlet and Legacy Community Plans.

# *Community Development*

## HOUSING DEVELOPMENT



- Self Help Enterprise – Orosi (37-lots), Goshen (66-units)
- Todd Holmes – Hamlet of East Tulare Villa (8-lots)
- Andersen Village – Kingsburg UDB (160-lots) (40-units)

## TELECOMMUNICATIONS

- AT&T Broadband Project – Countywide

Broadband service has been deemed a necessity in today's technological environment and the FCC has a nationwide initiative to bring broadband to rural uncovered areas. In Tulare County the project will include utilizing seven existing towers and an additional twenty-nine new 100' towers.



# ***Project Processing***

- Project Processing – 507 projects including, but not limited to the following:
- 56 General Plan Amendments
- 6 Tract Maps
- 46 Parcel Maps
- 93 Special Use Permits (PC 37, Administrative 56)
- 75 Changes of Zone
- 78 Minor Modifications
- 33 Lot Line Adjustments
- 23 Williamson Act Non-Renewals

# ***Building Permits & Property Values***

Since its inception in April 2012, the overall goal and objective for the Tulare County Economic Development Office has been to get projects in the ground, create jobs and grow property value.

- Tulare County: 21,432 permits \$1,114,501,675
- City of Exeter: 1,239 permits \$43,879,484
- City of Farmersville: 944 permits \$31,877,277

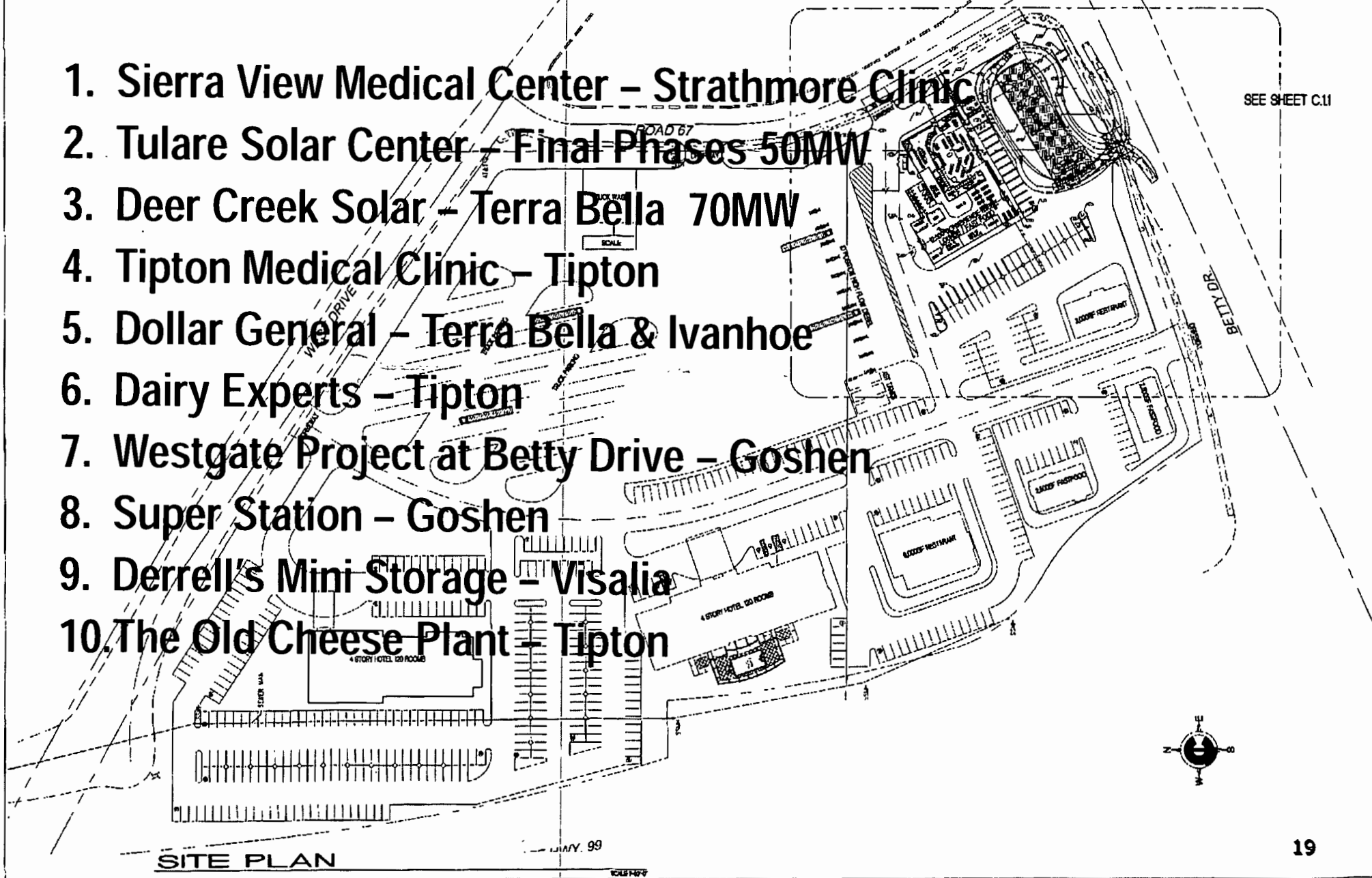
**Total: \$1.19 Billion in Construction Value**

# ***Economic Development Work Program***

- Business Expansion, and Retention (BEAR) Program;
- Economic Development Study and Targeted Implementation Plan;
- Partner with Farm Bureau on World Ag Expo agribusiness promotion;
- Promote development of business-related infrastructure (i.e. sewer, water, Internet access) through grants, public-private partnerships, etc.;
- Promote the development of renewable/clean energy technology and manufacturing;
- Coordinate with federal, state and local public entities (including non-profit organizations) to promote economic development within Tulare County;
- Additional marketing through social media platforms.
- FY 2018/19 Budget \$168,000

# ***Economic Development Outlook – 2018/19***

1. Sierra View Medical Center – Strathmore Clinic
2. Tulare Solar Center – Final Phases 50MW
3. Deer Creek Solar – Terra Bella 70MW
4. Tipton Medical Clinic – Tipton
5. Dollar General – Terra Bella & Ivanhoe
6. Dairy Experts – Tipton
7. Westgate Project at Betty Drive – Goshen
8. Super Station – Goshen
9. Derrell's Mini Storage – Visalia
10. The Old Cheese Plant – Tipton



**SITE PLAN**