

**IMPERIAL COUNTY
WORKFORCE AND ECONOMIC DEVELOPMENT
REQUEST FOR PROPOSALS**

**TO PREPARE THE
FIVE (5) YEAR COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY AND ANNUAL UPDATES**



**Funded by
U.S. Department of Commerce
Economic Development Administration**

Issued December 21, 2023

DUE DATE AND SUBMISSION REQUIREMENTS:

**One (1) Original and Five (5) Copies of Proposals must be received by 3:00 P.M. on
January 18, 2024**

Point of Contact:
Tabita Velarde
Community & Economic Development Coordinator
1250 W. Main Street
El Centro, CA 92243
(442) 265-1100
tabitavelarde@co.imperial.ca.us

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Exhibit 1

COUNTY OF IMPERIAL **REQUEST FOR PROPOSALS**

NOTICE IS HEREBY GIVEN that the County of Imperial, acting by and through its Board of Supervisors, hereinafter referred to as the "COUNTY", will receive up to, but no later than **3:00 p.m. on January 18, 2024**, sealed PROPOSALS for negotiation and award of a contract concerning the **Five (5) Year Comprehensive Economic Development Strategy (CEDS) and annual updates**.

To be considered, **one original and five copies of PROPOSALS** must be received in the office of the **Imperial County Purchasing Department, 1125 Main Street, El Centro, California, 92243, and Attention: RFP Proposal re 5-Year CEDS and Annual Updates**, by the time specified above.

Proposals shall be evaluated by a selection committee. It is the County's intention to select the Consultant whose proposal is deemed most advantageous to the County in accordance with the evaluation criteria set forth in this Request for Proposals. A Selection Committee appointed by the Imperial County Workforce and Economic Development Director will review and score the proposals and recommend the most responsive and responsible firm to receive the contract award. The Selection Committee's recommendation will be forwarded to the Imperial County Board of Supervisors for final determination.

Each proposal must conform and be responsive to the Standard Agreement, a sample of which is attached as Exhibit 4. This Standard Agreement may also be obtained at the office of Workforce and Economic Development located at 1250 W. Main Street, El Centro, California, 92243.

The COUNTY reserves the right to reject any or all PROPOSALS, or to waive any irregularities or informalities in any proposals or in the proposal and selection process.

Disadvantaged Business Enterprises (DBE), Minority Business Enterprises (MBE), Women Business Enterprises (WBE), and Veteran Owned Businesses (VOB) are encouraged to participate.

Exhibit 2

INFORMATION FOR PROPOSERS

1.0 PURPOSE

The COUNTY, through the Imperial County Workforce and Economic Development (ICWED) Department, is soliciting proposals from qualified and experienced consultants and consulting firms to facilitate the drafting of a Five (5) Year Comprehensive Economic Development Strategy (CEDS) and annual updates upon available funding. The selected consultant must have previous experience in developing a CEDS based on U.S. Economic Development Administration (EDA) requirements.

All communications relating to this RFP must be directed to the contact person named below and **only** through email or written correspondence. Any communications between a respondent and COUNTY staff concerning this RFP are prohibited. In no instance is a respondent to discuss cost information, quality of responses, names of additional respondents, or any other information requested by or contained in a proposal with the point of contact or any other staff prior to proposal evaluation. Failure to comply with this section may result in COUNTY's disqualification of the proposal. The respondent is responsible for ensuring the response is received before the deadline. Copies or faxed responses will **not** be accepted. COUNTY assumes no responsibility for lost or misrouted mail.

The term of the Agreement for services will be for a period of up to three years from the date of an executed agreement. The County reserves the ability to initiate the option to amend this contract up to two times, each for a one (1) year extension.

2.0 PRE-PROPOSAL CONFERENCE

2.1 A pre-proposal conference will be held on **January 4, 2024 at 2:00 p.m.** at:

Imperial County Workforce and Economic Development
Meeting Room
1250 W. Main Street
El Centro, CA 92243
Contact: Tabita Velarde at (760) 259-9825

Attendance at the pre-proposal conference **is not** a mandatory requirement for those interested in submitting a proposal.

3.0 CALENDAR OF EVENTS

3.1	RFP available	December 21, 2023
3.2	Pre-proposal conference	January 4, 2024 2:00 P.M.
3.3	Deadline for County to receive written questions	January 8, 2024 by 12:00 P.M.
3.4	Written responses for questions received by January 8, 2024, will be available by end of day	January 11, 2024

3.5	One (1) Original and Five (5) Copies of Proposals must be received	January 18, 2024 3:00 P.M.
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4.0 SCOPE OF SERVICES

The County of Imperial is seeking to contract with a consultant to provide the Five (5) Year CEDS and annual updates. The Consultant will perform these services under the supervision and direction of the Director of Imperial County Workforce and Economic Development.

- 4.1** The term of the Agreement for services will be for a period of up to three (3) years from the date of an executed agreement. The County reserves the ability to initiate the option to amend this contract twice, each for a one (1) year extension.
- 4.2** As an EDA-funded CEDS, the final product must meet basic CEDS requirements, which includes the following:
 - a. Summary of Background Information
 - b. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
 - c. Strategic Direction/Action Plan
 - d. Evaluation Framework
 - e. Economic Resiliency Plan
- 4.3** Tasks and responsibilities of the Consultant shall include the following:
 - a. Review existing plans and reports to identify trends and actions taken
 - i. Review existing reports and plans related to economic development, demographics, transportation, and other relevant topics
 - ii. Summarize key trends, goals, objectives, and actions from existing plans and reports
 - b. Updating demographic, economic, and industry analysis
 - c. Perform stakeholder and public outreach
 - i. Coordinate with the Overall Economic Development Committee and CEDS Committee as well as participate in meetings
 - ii. Coordinate with Imperial County Workforce and Economic Development (ICWED) staff for public noticing and newspaper publications
 - iii. Provide opportunities and conduct research for members of the public, non-profits, governments, stakeholders, and the corporate sector to provide input
 - d. Situational Assessment – evaluate the region’s economic conditions
 - i. Develop an assessment of who the Imperial County region is, where we are headed, and what opportunities are available to improve the situation
 - e. Develop a Strategic Plan with strategies for the Imperial County to pursue to accelerate inclusive economic growth that are actionable, specific, and focused with an emphasis on building upon the County’s assets that hold the greatest promise for long-term change
 - i. Identify and recognize the interconnected nature of the economy, environment, social equity, transportation system, land-use, public safety, and education
 - f. Identify organizational capacity and collaborations that will be necessary to advance the strategies of the Strategic Plan and to sustain it over time

- g. Develop and evaluation framework to track and monitor implementation of the Strategic Plan
 - i. Should be designed to include the monitoring the progress in implementing each action and evaluating the results of each action
 - ii. Should include an evaluation framework to help track the County's trajectory
 - iii. A limited number of key metrics should be identified and a baseline established
- h. Develop a final CEDS report
 - i. Should outline a clear approach for the County to move forward
 - ii. Supplemental reports providing more detailed analysis of demographic and economic trends, historical reports, meeting summaries, and development projects should be developed as appendices

4.4 The consultant shall provide updates for each year within the span of the Five (5) Year CEDS document.

4.5 The Five (5) Year CEDS shall be completed by July 10, 2024.

4.6 Additional details of the **SCOPE OF SERVICES** can be found in this RFP as **EXHIBIT 3**.

5.0 MANDATORY REQUIREMENTS FOR ALL PROPOSALS

5.1 All proposals must demonstrate that the service provider has a willingness and ability to comply with all documents, including but not limited to, the Sample Standard Agreement identified as Exhibit "4".

5.2 All proposals must be accompanied with the name(s), title(s) and resume(s) of the individual(s) who will be performing the services should the contract be awarded.

5.3 All parties submitting a proposal shall include with their proposals at least three (3) current references, including name, address, and telephone number.

6.0 CONTRACT TERMS AND CONDITIONS

Please refer to the attached Exhibit 4, Sample Standard Agreement. The attached Exhibit 4 is a sample of the agreement that the winning party will be expected to sign. It is not the final agreement and there may be additional or different terms included in the final agreement.

7.0 PREPARATION OF PROPOSAL

All proposals must include one original and five copies to be submitted in sealed envelopes bearing on the outside the name of the consultant, address, and the title of the RFP for which the proposals are submitted. It is the sole responsibility of respondent to ensure that the proposals are received by COUNTY in the proper time. Any proposals received after the scheduled closing time for receipt will be returned to the consultant unopened. Proposals may not be submitted by facsimile, telegraph, electronic mail or any other means other than by personal delivery, United States Mail or other delivery services such as Federal Express or United Parcel Service.

8.0 SIGNATURE

The statement of qualifications document, proposal, and any modification(s) must be signed in the name of the consultant and must bear the original signature of the person or persons authorized to sign the proposal.

9.0 MODIFICATIONS

Any modification of any proposals submitted must be in writing and received by COUNTY prior to the closing time for proposals. Modifications may not be submitted by facsimile, telegraph, electronic mail or any other means other than by personal delivery, United States Mail or other delivery services such as Federal Express or United Parcel Service. Any proposals, qualifications, or modifications received after the scheduled closing time for receipt of proposals will be returned to the consultant unopened.

10.0 ERASURES

Proposals submitted must not contain any erasures, interlineations, or other corrections unless each such correction is suitably authenticated by putting in the margin immediately opposite the correction the surname or surnames of the person or persons signing the proposal.

11.0 WITHDRAWAL OF PROPOSALS

Respondents may withdraw their proposals either personally or by written request at any time prior to the scheduled closing time for receipt of proposals.

12.0 PROPOSAL ELEMENTS

Proposals must address each of the elements in this section.

12.1 Qualifications

- a. Relevant Experience: Applicant's demonstration of adequate, meaningful and relevant experience with Economic Development Administration's projects of a similar/comparable type including experience. Include the names, addresses and phone numbers of contact persons for several contracts for which you have performed services as solicited in this RFP.
- b. Relevant Education: Applicant's demonstration of certification and training required to perform services, including licensing requirements.
- c. Responsiveness to Project Requirements: Applicant's demonstrated success in completing projects on time and responsiveness to meeting changing requirements. Attentiveness to and compliance with RFP instructions, interview requirements, and other aspects of the selection process will be considered as an indication of responsiveness.

- d. A brief statement of your policy regarding affirmative action.
- e. The Consultant shall carry not less than the following insurance and shall provide verification to the County upon request:
 - 1. Professional Liability Insurance: Errors and Omissions Insurance in an amount of at least \$1,000,000 single limit coverage, covering all personnel employed by the Consultant in the capacity of acting as an Agent of the municipality.
 - 2. General Liability Insurance: General Liability Insurance in an amount of at least \$1,000,000, single limit coverage, covering all personnel employed by the Building Office in the capacity of acting as an Agent of the municipality.
 - 3. Worker's Compensation: Worker's Compensation Coverage in full compliance with California statutory requirements for all personnel employed by the Consultant in the capacity of acting as an Agent of the municipality.
 - 4. Automobile Liability Insurance: Automobile Liability Insurance in an amount of at least \$1,000,000 combined single limit coverage including owned, non-owned and hired vehicles.

12.2 Proposed Scope of Work

A prospective consultant should indicate an understanding of the requested services as described in Section 4, Scope of Services, and describe how it proposes to service the County in these aspects.

12.3 Project Personnel and Their Availability

Provide resume(s) of the key personnel who would be assigned to perform the services as described. Indicate status of each person's relationship to your firm, whether an employee, partner, subcontractor, or other contractual agreement. The statement should also identify for each member of the project team, their area of expertise, role in the project, and experience with similar or related projects.

Qualified personnel shall perform all services and shall maintain all necessary certificates and licenses required to perform such services.

Except when, and if, the workload demands otherwise, all services shall be conducted within the normal business hours of 8:00 a.m. to 5:00 p.m., Monday through Friday.

12.4 Cost of Proposed Services

Consultant must include a not-to-exceed cost to complete the Five (5) Year CEDS and a not-to exceed cost to complete an annual update. The cost to complete an annual update will be the consistent cost per update.

13.0 Scoring Criteria

The County of Imperial will review the qualifications based on the selection criteria and 100 point scale as follows:

1. General firm and individual experience:	10 points
2. Specific experience as it pertains to planning projects funded by the U.S. Department of Commerce - Economic Development Administration.	20 points
3. Specific experience as it pertains to completing a CEDS and the Scope of Services above mentioned in Item 4.0:	25 points
4. Capacity to perform the Scope of Work and ability to conclude the work in a timely manner:	10 points
5. Quality of staff and their availability:	10 points
6. Overall quality of qualifications, especially thoroughness and appearance:	5 points
7. Cost of Services	20 points
Total Value:	100 points

Additional questions may be asked of those submitting a proposal and formal interviews may be conducted as well. Respondents will be notified of any additional required information or interviews after written proposals have been evaluated.

The COUNTY reserves the right to reject any and all proposals submitted; to request clarification of services submitted; to request additional information; and to waive any irregularity in the proposal and review process, as long as COUNTY procedures remain consistent with HCD procurement requirements. The COUNTY may select one consulting firm or a combination of consulting firms to provide the range of services requested.

14.0 PROHIBITIONS AS SUBCONTRACTORS UNDER COMPETITIVE SEALED PROPOSALS

No party submitting a proposal who is permitted to withdraw a proposal shall, for compensation, perform any subcontract or other service for the person or firm to whom the contract is awarded or otherwise benefit, directly or indirectly, from the performance of the project for which the withdrawn proposal was submitted.

15.0 FEDERAL REGULATIONS

15.1 Affirmative Action

The work to be performed under this contract is on a project assisted under a

program providing direct federal financial assistance and subject to 24 CFR 85.36(e). County hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, disadvantaged, minority and women's business enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, religious creed, sex, or national origin in consideration for an award. Minority- and women-owned and operated businesses are encouraged to apply.

15.2 Section 3

The work to be performed under this contract in on a project assisted under a program providing direct federal financial assistance and may be subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 USC 1701u. Section 3 requires that to the greatest extent feasible opportunities for training and employment be given to low and moderate income persons residing within the project area and that the contracts for work in connection with the project be awarded to eligible business concerns which are located in, or owned in substantial part by persons residing in the area of the project. Regulations for implementing the Section 3 clause are contained in 24 CFR 135, as amended, and as specified in the project specifications.

15.3 Federal Terms and Conditions

During the performance of the contract, the Contractor must agree to comply with all applicable Federal laws and regulations including but not limited to each of the following:

A. Equal Opportunity

During the performance of this Contract, the Contractor agrees as follows:

1. The Contractor will comply with Executive Order 11246 of September 24, 1965 entitled Equal Employment Opportunity as amended by Executive Order 11375 of October 1967 as supplemented in Department of Labor regulations (41 CFR Chapter 60).
2. The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The Contractor will take affirmative action to insure that applicants are employed and that employees are treated equally during employment, without regard to race, color, religion, sex, or national origin. Such action shall include, but not be limited to, the following: employment upgrading, demotion, transfer, recruitment, or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the County setting forth the provision of the nondiscrimination clause.
3. The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to their race, color, religion, sex, or national origin.
4. The Contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer, advising the labor union or workers' representative of the contractor's commitments under Section 202

- of Executive Order No. 11246 of September 24, 1965, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
5. The Contractor will furnish all information and reports required by Executive Order No. 11246 of September 24, 1965, and by the rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to this books, records, and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
 6. In the event of the Contractor's noncompliance with the nondiscrimination clauses of this contract or with any of such rules, regulations, or orders, this contract may be declared ineligible for further Government contracts in accordance with procedures authorized in Executive Order No. 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order No. 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
 7. The Contractor will include the provisions of paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order N. 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as may be directed by the Secretary of Labor as a means of enforcing such provisions including sanctions for noncompliance: Provided, however, that in the event the contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction, the contractor may request the United States or enter into such litigation to protect the interests of the United States.
 8. The contractor shall file, and shall cause each of his subcontractors to file, Compliance Reports with the contracting agency or the Secretary of Labor as may be directed. Compliance Reports shall be filed within such times and shall contain such information as to the practices, policies, programs, and employment policies, programs, and employment statistics of the contractor and each subcontractor, and shall be in such form, as the Secretary of Labor may prescribe.
 9. Bidders or prospective contractors or subcontractors may be required to state whether they have participated in any previous contract subject to the provisions of the Order, or any preceding similar Executive order, and in that event to submit, on behalf of themselves and their proposed subcontractors, Compliance reports prior to or as an initial part of their bid or negotiation of a contract.
 10. Whenever the Contractor or subcontractor has a collective bargaining agreement or other Contract or understanding with a labor union or an agency referring workers or providing or supervising apprenticeship or training for such workers, the compliance Report shall include such information as to such labor union's or agency's practices and policies affecting compliance as the Secretary of Labor may prescribe: Provided, that to the extent such information is within the exclusive possession of a labor union or an agency referring workers or providing or supervising apprenticeship or training and such labor union or agency shall refuse to furnish such information to the Contractor, the Contractor shall so certify to the Secretary of Labor as part of its Compliance

Report and shall set forth what efforts he/she has made to obtain such information.

11. The Secretary of Labor may direct that any bidder or prospective contractor or subcontractor shall submit, as part of his Compliance Report, a statement in writing, signed by an authorized officer or agent of behalf of any labor union or any agency referring workers or providing or supervising apprenticeship or other training, with which the bidder or prospective contractor deals, with supporting information, to the effect that the signer's practices and policies do not discriminate on the grounds of race, color, religion, sex or national origin, and that the signer either will affirmatively cooperate in the implementation of the policy and provision of this order or that it consents and agrees that recruitment, employment, and the terms and conditions of employment under the proposed contract shall be in accordance with the purposes and provisions of the order. In the event that the union or the agency shall refuse to execute such a statement, the Compliance Report shall so certify and set forth what efforts have been made to secure such a statement and such additional factual material as the Secretary of Labor may require.
12. The Contractor will cause the forgoing provision to be inserted in all subcontracts for work covered by this Agreement so that such provisions will be binding upon each subcontractor, provided that the forgoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

B. Disadvantaged/Minority/Women Business Enterprise Federal Regulatory Requirements under 24 CFR 85.36(e)

1. The Contractor will take all necessary affirmative steps to assure that minority firms, women's business enterprises, and labor surplus area firms are used when possible.
2. Affirmative steps shall include:
 - a. Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
 - b. Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
 - c. Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority business, and women's business enterprises;
 - d. Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority business, and women's business enterprises;
 - e. Using the Services and assistance of the Small Business Administration, and the Minority Business Development Agency of the Department of Commerce.

C. Copeland "Anti-Kickback" Act (18 U.S.C. 874)

Contractor shall comply with the Copeland "Anti-Kickback" Act (18 U.S.C. 874) as supplemented in Department of Labor regulations (29 CFR Part 3).

D. Compliance with Labor Standard Provisions

Contractor shall comply with all provisions contained in the form HUD-4010, Federal Labor Standards Provisions.

E. Compliance with Sections 103 and 107 of the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-330)

Contractor will comply with Sections 103 and 107 of the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-330) as supplemented by Department of Labor regulations (29 CFR Part 5). Requires the contracting officer to insert the clauses set forth in 29 CFR Part 5, construction contracts awarded by grantees and subgrantees in excess of \$2,000, and in excess of \$2,500 for other contracts which involve the employment of mechanics or laborers).

F. Requirements and Regulations pertaining to Data and Design

All data and design and engineering work created under this Agreement shall be owned by the County and shall not be subject to copyright protection. The rights to any invention which is developed in the course of this Agreement shall be the property of the County.

G. Requirements and Regulations pertaining to Reporting

The County, State CDBG, HUD and the Comptroller General of the United States or any of their duly authorized representatives shall be granted access to any books, documents, papers and records of Contractor which are directly pertinent to the contract.

H. Compliance with Clean Air Act and Clean Water Act

1. Contractor shall comply with all applicable standards, orders and requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)).
2. Contractor shall comply with all applicable standards, orders and requirements issued under Section 508 of the Clean Air Act (33 U.S.C. 1368).
3. Contractor shall comply with Executive Order 11738 and Environmental Protection Agency regulations (40 CFR Part 15).\

I. Compliance with Energy Policy and Conservation Act (Pub. L. 94-163, 89 Stat. 871)

The Contractor shall comply with the mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (Pub. L. 94-163, 89 Stat. 871).

D/MBE/WBE Implementation Guidelines

The following information, as applicable, shall be retained by Contractor and produced upon request by General Services if determined by General Services to be necessary to establish the bidder's "good faith efforts" to meet the Disadvantaged/Minority/Women Business Enterprise (D/M/WBE) requirements:

1. The names and dates of advertisement of each newspaper, trade paper, and minority-focus paper in which a request for D/M/WBE participation for this project was placed by the bidder.
2. The names and dates of notices of all certified D/M/WBEs solicited by direct mail for this project and the dates and methods used for

following up initial solicitations to determine with certainty whether the D/M/WBEs were interested.

3. The items of work for which the bidder request sub bids or materials to be supplied by D/M/WBEs, the information furnished interested D/M/WBEs in the way of plans, specifications and requirements for the work, and any breakdown of items of work into economically feasible units to facilitate D/M/WBE participation. Where there are D/M/WBEs available for doing portions of the work normally performed by the bidder with his own forces, the bidder will be expected to make portions of such work available for D/M/WBEs to bid on.
4. The names of D/M/WBEs who submitted bids for any of the work indicated in (3) above, which were not accepted, and summary of the bidder's discussions and/or negotiations with them, the name of the subcontractor or supplier that was selected for that portion of work, and the reasons for the bidder's choice. If the reason for rejecting the D/M/WBE bid was price, give the price bid by the rejected D/M/WBE and the price bid by the selected subcontractor or supplier.
5. Assistance that the bidder has extended to D/M/WBEs identified in (4) above to remedy the deficiency in their sub bids.
6. To find a D/M/WBE certified firm, you may call (916) 455-3520, go online to: <http://www.dot.ca.gov/hq.bep>, or via email at: D/M/WBE Listing for County, CalTrans-Publications Distribution Unit, 1900 Royal Oaks, Sacramento, CA 95815-3800.

Exhibit 3

Exhibit 3

Scope of Services

The selected consultant will coordinate with County staff to prepare the Five (5) Year CEDS and annual updates. Pursuant to 13 CFR §303.7, a Planning Organization must include the following information in a CEDS submitted to EDA:

Objective 1: Summary Background

Deliver regional data such as: social, economic, housing, and education. Evaluate the physical factors that affect development within the County such as topography, existing, and needed infrastructure. Review and analyze emerging and declining sectors within the County. This should include planned housing development, future economic growth, population growth, and infrastructure needs (sewer, water, telecommunications, roadways, etc.).

Objective 2: SWOT Analysis

Provide a current industry snapshot for the County and identify its key industries. Provide the strengths, weaknesses, opportunities, threats of the current industries within the region. Identify which future trends the identified industries will follow and identify key industries that should be targeted.

Objective 3: Strategic Direction / Action Plan

Collaborate with the established CEDS Committee to facilitate a Vision Statement, Goals and Objectives, and Action Plan that is consistent with the regions SWOT Analysis.

Objective 4: Evaluation Framework

Assess existing retail, manufacturing, bi-national/cross border, tourism/hospitality, and commercial development that is occurring throughout the Imperial County. Identify the types of occurring services that would correlate with the County's Vision, Goals and Action Plan. Identify the types of occurring services that are lacking within the County trade area as well as the strengths and weaknesses of the retail trade area or other areas throughout the County that would promote economic expansion and job creation.

Exhibit 4

SAMPLE AGREEMENT

AGREEMENT FOR SERVICES

THIS AGREEMENT FOR SERVICES (“Agreement”), is made and entered into effective the _____ day of _____, 20___, by and between the COUNTY OF IMPERIAL, a political subdivision of the State of California, hereinafter referred to as “COUNTY/GRANTEE” by and through the IMPERIAL COUNTY COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT (ICCED) and [NAME OF CONSULTANT], [form of business entity] (“CONSULTANT”) (individually, “Party;” collectively, “Parties”).

WITNESSETH

WHEREAS, ICCED is in need of _____ services for the _____ Projects (PROJECT); and

WHEREAS, COUNTY desires to engage CONSULTANT to provide services by reason of its qualifications and experience for performing such services, and CONSULTANT has offered to provide the required services for the PROJECT on the terms and in the manner set forth herein;

NOW, THEREFORE, in consideration of their mutual covenants, COUNTY and CONSULTANT have and hereby agree to the following:

1. **TERM.**

1.1. The term of this Agreement shall be from date first executed above for a period of _____ year(s).

1.2. COUNTY and CONSULTANT agree that time is of the essence as it relates to the terms and conditions of this AGREEMENT.

2. **CONTRACT COORDINATION.**

2.1. The IMPERIAL COUNTY COMMUNITY & ECONOMIC DEVELOPMENT MANAGER (“the MANAGER”) shall be the representative of COUNTY for all purposes under this Agreement. The MANAGER or his/her designated representative, is hereby designated as the CONTRACT MANAGER for COUNTY. He/She shall supervise the progress and execution of this Agreement.

2.2. CONSULTANT shall assign a single PROJECT MANAGER to have overall responsibility for the progress and execution of this Agreement. _____, _____, is

1 hereby designated as the PROJECT MANAGER for CONSULTANT. Should
2 circumstances or conditions subsequent to the execution of this Agreement require a
3 substitute PROJECT MANAGER for any reason, the PROJECT MANAGER designee
4 shall be subject to the prior written acceptance and approval of COUNTY's CONTRACT
5 MANAGER.

6 3. DESCRIPTION OF WORK.

7 3.1. CONSULTANT shall provide all materials and labor to perform this Agreement as detailed
8 in the [Name of Document] dated [date] ("PROPOSAL") attached as "Exhibit A". In the
9 event of a conflict among this Agreement and the Request for _____ ("RF
10 _____"), the Agreement shall take precedence. In the event of a conflict between any Task
11 Order or the Agreement, the Agreement will take precedence.

12 3.2. The RF__ titled "[Name of Document] dated [date] [and includes Addendum NO (#)]" is
13 attached as "Exhibit B".

14 4. WORK TO BE PERFORMED BY CONSULTANT.

15 4.1. CONSULTANT shall comply with all terms, conditions and requirements of the
16 PROPOSAL and this Agreement.

17 4.2. CONSULTANT shall perform such other tasks as necessary and proper for the full
18 performance of the obligations assumed by CONSULTANT hereunder.

19 CONSULTANT shall:

20 4.2.1. Procure all permits and licenses, pay all charges and fees, and give all notices that
21 may be necessary and incidental to the due and lawful prosecution of the services to
22 be performed by CONSULTANT under this agreement;

23 4.2.2. Make every reasonable effort to keep itself fully informed of all applicable Federal,
24 State and local laws, ordinances, regulations, orders and decrees which may affect
25 those engaged or employed under this Agreement, any materials used in
26 CONSULTANT's performance under this Agreement or the conduct of the services
27 under this Agreement;
28

1 4.2.3. At all times make every reasonable effort observe and comply with, and cause all of
2 its employees to observe and comply with all of said laws, ordinances, regulations,
3 orders and decrees mentioned above; and

4 4.2.4. Immediately report to COUNTY's CONTRACT MANAGER in writing any
5 discrepancy or inconsistency it discovers in said laws, ordinances, regulations,
6 orders and decrees mentioned above in relation to any plans, drawings,
7 specifications or provisions of this Agreement.

8 4.3. Any videotape, reports, information, data or other material given to, or prepared or
9 assembled by, CONSULTANT under this Agreement shall be the property of COUNTY
10 and shall not be made available to any individual or organization by CONSULTANT
11 without the prior written approval of COUNTY's CONTRACT MANAGER.

12 5. REPRESENTATIONS BY CONSULTANT.

13 5.1. CONSULTANT understands and agrees that COUNTY has limited knowledge in the
14 multiple areas specified in the PROPOSAL. CONSULTANT has represented itself to be
15 qualified in these fields and understands that COUNTY is relying upon such representation.

16 5.2. CONSULTANT represents that it is a lawful entity possessing all required licenses and
17 authorities to do business in the State of California and perform all aspects of this
18 Agreement.

19 5.3. CONSULTANT shall not commence any work under this Agreement or provide any other
20 services, or materials, in connection therewith until CONSULTANT has received written
21 authorization from COUNTY's CONTRACT MANAGER to do so.

22 5.4. CONSULTANT represents that the people executing this Agreement on behalf of
23 CONSULTANT have the authority of CONSULTANT to sign this Agreement and bind
24 CONSULTANT to the performance of all duties and obligations assumed by
25 CONSULTANT herein.

26 5.5. CONSULTANT represents that any employee, contractor and/or agent who will be
27 performing any of the duties and obligations of CONSULTANT herein possess all required
28 licenses and authorities, as well as the experience and training, to perform such tasks.

1 5.6. CONSULTANT represents that the allegations contained in the PROPOSAL are true and
2 correct.

3 5.7 CONSULTANT is familiar with the State and Federal requirements that may be applicable
4 to CONSULTANT pursuant to the [Funding Source] agreements between the COUNTY
5 through ICCED and the State of California that are incorporated into this Agreement
6 including but not limited to the Davis-Bacon Act (40 U.S.C 3141-3148; 24 CFR Part 85.36),
7 the Anti-Kickback Act of 1986 (41 U.S.C. 51-58), Contract Work Hours and Safety
8 Standards Act-CWHSSA (40 U.S.C. 3702.)

9 5.8. CONSULTANT understands that COUNTY considers the representations made herein to
10 be material and would not enter into this Agreement with CONSULTANT if such
11 representations were not made.

12 6. RETENTION AND ACCESS OF BOOKS AND RECORDS.

13 6.1 CONSULTANT represents that it shall maintain books, records, documents, reports and
14 other materials developed under this AGREEMENT as follows:

15 6.1.1. CONSULTANT shall maintain all ledgers, books of accounts, invoices, vouchers,
16 cancelled checks, and other records relating to CONSULTANT's charges for
17 services or expenditures and disbursements charged to COUNTY for a minimum
18 period of five (5) years, or for any longer period required by law, from the date of
19 final payment to CONSULTANT pursuant to this AGREEMENT.

20 6.1.2. CONSULTANT shall maintain all reports, documents and records which
21 demonstrate performance under this AGREEMENT for a minimum period of five
22 (5) years, or for any longer period required by law, from the date of termination or
23 completion of this AGREEMENT.

24 6.1.3. Any records or documents required to be maintained by CONSULTANT pursuant
25 to this AGREEMENT shall be made available to COUNTY for inspection or audit,
26 at any time during CONSULTANT's regular business hours provided COUNTY
27 provides CONSULTANT with seven (7) days advanced written or oral notice.
28 Copies of such documents shall at no cost to COUNTY, be provided to COUNTY

1 for inspection at CONSULTANT's address indicated for receipt of notice under this
2 AGREEMENT.

3 7. COMPENSATION.

4 The total compensation payable under this Agreement shall be at the hourly rates identified in the
5 Hourly Rate Schedule for identified employees as set forth as "Exhibit C", or as agreed upon under any
6 approved Task Order. .

7 8. PAYMENT.

8 CONSULTANT will bill COUNTY on a time and material basis at the hourly rates identified in the
9 Hourly Rate Schedule for identified employees as set forth as "Exhibit C", or as agreed upon under any
10 approved Task Order. COUNTY shall pay CONSULTANT for completed and approved services upon
11 presentation of its itemized billing. COUNTY shall retain ten percent (10%) of the total compensation
12 until the Work to be Performed by Consultant has been completed in accordance with this Agreement,
13 as determined by COUNTY, and payment in full of all subcontractors of CONTRACTOR has been
14 certified.

15 9. METHOD OF PAYMENT.

16 CONSULTANT shall at any time prior to the fifteenth (15th) day of any month, submit to the
17 MANAGER a written claim for compensation for services performed the prior month under any approved
18 Task Order. The claim shall be in a format approved by COUNTY. No payment shall be made by
19 COUNTY prior to the claims being approved in writing by the MANAGER or his/her designee.
20 CONSULTANT may expect to receive payment within a reasonable time thereafter and in any event in the
21 normal course of business within thirty (30) days after the claim is submitted.

22 10. TIME FOR COMPLETION OF THE WORK.

23 Both Parties agree that time is of the essence in the performance of this Agreement.
24 CONSULTANT acknowledges that the services called for herein are on an "as needed" basis. Time
25 extensions under any approved Task Order may be allowed for delays caused by COUNTY, other
26 governmental agencies or factors not directly brought about by the negligence or lack of due care on the
27 part of CONSULTANT.

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1 11. SUSPENSION OF AGREEMENT.

2 COUNTY's CONTRACT MANAGER shall have the authority to suspend this Agreement, wholly
3 or in part, for such period as deemed necessary due to unfavorable conditions or to the failure on the part of
4 CONSULTANT to perform any provision of this Agreement. CONSULTANT will be paid the
5 compensation due and payable to the date of suspension.

6 12. TERMINATION.

7 12.1. COUNTY retains the right to terminate this Agreement for any reason by notifying
8 CONSULTANT in writing seven (7) days prior to termination and by paying the
9 compensation due and payable to the date of termination; provided, however, if this
10 Agreement is terminated for fault of CONSULTANT, COUNTY shall be obligated to
11 compensate CONSULTANT only for that portion of CONSULTANT's services which
12 have been completed in accordance with this Agreement. Said compensation is to be
13 arrived at by mutual agreement between COUNTY and CONSULTANT; should the Parties
14 fail to agree on said compensation, an independent arbitrator shall be appointed and the
15 decision of the arbitrator shall be binding upon the Parties.

16 12.2. Upon such termination, CONSULTANT shall immediately turn over to COUNTY any and
17 all copies of videotapes, studies, sketches, drawings, computations and other data, whether
18 or not completed, prepared by CONSULTANT in connection with this Agreement. Such
19 materials shall become the permanent property of COUNTY.

20 13. INSPECTION.

21 CONSULTANT shall furnish COUNTY with every reasonable opportunity for COUNTY to
22 ascertain that the services of CONSULTANT are being performed in accordance with the requirements and
23 intentions of this Agreement. All work done and materials furnished, if any, shall be subject to COUNTY's
24 CONTRACT MANAGER's inspection and approval. The inspection of such work shall not relieve
25 CONSULTANT of any of its obligations to fulfill its Agreement as prescribed. CONSULTANT shall also
26 permit monitoring and auditing by the [Funding Source] and/or a similar agency, if applicable.

1 14. OWNERSHIP OF MATERIALS.

2 All original drawings, videotapes and other materials prepared by or in possession of
3 CONSULTANT pursuant to this Agreement shall become the permanent property of COUNTY and shall
4 be delivered to COUNTY upon demand. CONSULTANT shall not be held liable for any reuse of such
5 COUNTY-owned materials for purposes outside this Agreement.

6 15. INTEREST OF CONSULTANT.

7 15.1. CONSULTANT covenants that it presently has no interest, and shall not acquire any
8 interest, direct or indirect, financial or otherwise, which would conflict in any manner or
9 degree with the performance of the services hereunder.

10 15.2. CONSULTANT covenants that, in the performance of this Agreement, no subcontractor or
11 person having such an interest shall be employed.

12 15.3. CONSULTANT certifies that no one who has or will have any financial interest under this
13 Agreement is an officer or employee of COUNTY.

14 16. INDEMNIFICATION.

15 16.1. CONSULTANT agrees to the fullest extent permitted by law to indemnify, defend, protect
16 and hold COUNTY and its representatives, officers, managers, designees, employees,
17 agents, successors and assigns harmless from any and all claims, expenses, liabilities, causes
18 of action, demands, losses, penalties, attorneys fees and costs, in law or equity, of every kind
19 and nature whatsoever arising out of or in connection with CONSULTANT's negligent acts
20 and omissions or willful misconduct under this Agreement ("Claims"), whether or not
21 arising from the passive negligence of COUNTY, but does not include Claims that are
22 finally determined to be the result of the gross negligence or willful misconduct of
23 COUNTY.

24 16.2. CONSULTANT agrees to defend with counsel mutually acceptable, indemnify and hold
25 COUNTY harmless from all Claims, including but not limited to:

26 16.2.1. Personal injury, including but not limited to bodily injury, emotional injury,
27 sickness or disease or death to persons including but not limited to COUNTY's
28 representatives, officers, managers, designees, employees, agents, successors and

1 assigns, subcontractors and other third parties and/or damage to property of anyone
2 (including loss of use thereof) to the extent caused by CONSULTANT's negligent
3 performance, or willful misconduct under this Agreement, or anyone directly or
4 indirectly employed by CONSULTANT or anyone for whose acts CONSULTANT
5 may be liable;

6 16.2.2. Liability arising from injuries to CONSULTANT and/or any of CONSULTANT's
7 employees or agents to the extent caused by CONSULTANT's negligent
8 performance or willful misconduct under this Agreement, or anyone directly or
9 indirectly employed by CONSULTANT or anyone for whose acts CONSULTANT
10 may be liable;

11 16.2.3. Penalties imposed upon account of the violation of any law, order, citation, rule,
12 regulation, standard, ordinance or statute caused by the negligent action or inaction,
13 or willful misconduct of CONSULTANT or anyone directly or indirectly employed
14 by CONSULTANT or anyone for whose acts CONSULTANT may be liable;

15 16.2.4. Infringement of any patent rights which may be brought against COUNTY arising
16 out of CONSULTANT's work;

17 16.2.5. Any violation or infraction by CONSULTANT of any law, order, citation, rule,
18 regulation, standard, ordinance or statute in any way relating to the occupational
19 health or safety of employees; and

20 16.2.6. Any breach by CONSULTANT of the terms, requirements or covenants of this
21 Agreement.

22 16.3. The indemnification provisions of Paragraphs 16.2.1 through 16.2.6 above shall extend to
23 Claims occurring after this Agreement is terminated, as well as while it is in force.

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1 17. INDEPENDENT CONTRACTOR.

2 In all situations and circumstances arising out of the terms and conditions of this Agreement,
3 CONSULTANT is an independent contractor, and as an independent contractor, the following shall
4 apply:

5 17.1. CONSULTANT is not an employee or agent of COUNTY and is only responsible for the
6 requirements and results specified by this Agreement or any other Agreement.

7 17.2. CONSULTANT shall be responsible to COUNTY only for the requirements and results
8 specified by this Agreement and except as specifically provided in this Agreement, shall
9 not be subject to COUNTY's control with respect to the physical actions or activities of
10 CONSULTANT in fulfillment of the requirements of this Agreement.

11 17.3. CONSULTANT is not, and shall not be, entitled to receive from, or through, COUNTY,
12 and COUNTY shall not provide, or be obligated to provide, CONSULTANT with
13 Worker's Compensation coverage or any other type of employment or worker insurance
14 or benefit coverage required or provided by any Federal, State or local law or regulation
15 for, or normally afforded to, an employee of COUNTY.

16 17.4. CONSULTANT shall not be entitled to have COUNTY withhold or pay, and COUNTY
17 shall not withhold or pay, on behalf of CONSULTANT, any tax or money relating to the
18 Social Security Old Age Pension Program, Social Security Disability Program, or any
19 other type of pension, annuity, or disability program required or provided by any Federal,
20 State or local law or regulation.

21 17.5. CONSULTANT shall not be entitled to participate in, or receive any benefit from, or
22 make any claim against any COUNTY fringe program, including, but not limited to,
23 COUNTY's pension plan, medical and health care plan, dental plan, life insurance plan,
24 or any other type of benefit program, plan, or coverage designated for, provided to, or
25 offered to COUNTY's employee.

26 17.6. COUNTY shall not withhold or pay, on behalf of CONSULTANT, any Federal, State, or
27 local tax, including, but not limited to, any personal income tax, owed by
28 CONSULTANT.

1 17.7. CONSULTANT is, and at all times during the term of this Agreement, shall represent
2 and conduct itself as an independent contractor, not as an employee of COUNTY.

3 17.8. CONSULTANT shall not have the authority, express or implied, to act on behalf of, bind
4 or obligate COUNTY in any way without the written consent of COUNTY.

5 17.9 Without receiving CONSULTANT's written permission, COUNTY agrees not to
6 actively solicit the hiring, or contracting with any employee of CONSULTANT who
7 performs services for COUNTY under this AGREEMENT for a period of one year from
8 the date this AGREEMENT is terminated.

9 18. INSURANCE.

10 18.1. CONSULTANT hereby agrees at its own cost and expense to procure and maintain
11 during the entire term of this Agreement, and any extended term thereof, commercial
12 general liability insurance (bodily injury and property damage), employer's liability
13 insurance, commercial automobile liability insurance (bodily injury and property
14 damage) and professional liability insurance in a sum acceptable to COUNTY and
15 adequate to cover potential liabilities arising in connection with the performance of this
16 Agreement and in any event not less than the minimum limit set forth as follows:

<u>Insurance</u>	<u>Minimum Limit</u>
Errors & Omissions Coverage	[TBD by Scope of Work] [where applicable]
Worker's Compensation, Coverage A	Statutory
Employers Liability, Coverage B	[TBD by Scope of Work] [where applicable]
Commercial General Liability (Including Contractual Liability):	
Bodily Injury	[TBD by Scope of Work] per occurrence
	[TBD by Scope of Work] aggregate
Property Damage	[TBD by Scope of Work] per occurrence
	[TBD by Scope of Work] aggregate
Commercial Automobile Liability (owned, hired & non-owned vehicles)	

1 Bodily Injury [TBD by Scope of Work] per occurrence

2 Property Damage [TBD by Scope of Work] per occurrence

3 18.2. Special Insurance Requirements. All insurance required under paragraph 18 shall:

4 18.2.1. Be procured from an insurer authorized to do business in California.

5 18.2.2. Be primary coverage as respects COUNTY and any insurance or self-insurance
6 maintained by COUNTY shall be in excess of CONSULTANT's insurance
7 coverage and shall not contribute to it.

8 18.2.3. Name COUNTY as an additional insured on all policies, except Workers'
9 Compensation, and Professional Liability and provide that COUNTY may recover
10 for any loss suffered by COUNTY by reason of CONSULTANT's negligence.

11 18.2.4. State that it is primary insurance and regards COUNTY as an additional insured
12 and contains a cross-liability or severability of interest clause.

13 18.2.5. Not be canceled, non-renewed or reduced in scope of coverage until after thirty
14 (30) days written notice has been given to COUNTY. However, CONSULTANT
15 may not terminate such coverage until it provides COUNTY with proof that equal
16 or better insurance has been secured and is in place. Cancellation or change
17 without the prior written consent of COUNTY shall, at the option of COUNTY,
18 be grounds for termination of this Agreement.

19 18.3. Additional Insurance Requirements.

20 18.3.1. Complete copies of certificates of insurance for all required coverages including
21 additional insured endorsements and 30-day notice of cancellation clause
22 endorsements shall be attached hereto as "**Exhibit D**" and incorporated herein.

23 18.3.2. COUNTY is to be notified immediately of all insurance claims. COUNTY is also
24 to be notified if any aggregate insurance limit is exceeded.

25 18.3.3. The comprehensive or commercial general liability shall contain a provision of
26 endorsements stating that such insurance:

27 A. Includes contractual liability;

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- B. Does not contain any exclusions as to loss or damage to property caused by explosion or resulting from collapse of buildings or structures or damage to property underground, commonly referred to by insurers as the “XCU Hazards;”
- C. Does not contain a “pro rata” provision which looks to limit the insurer’s liability to the total proportion that its policy limits bear to the total coverage available to the insured; and
- D. Does not contain an “excess only” clause which requires the exhaustion of other insurance prior to providing coverage.

18.4. Deposit of Insurance Policy. Promptly on issuance, reissuance, or renewal of any insurance policy required by this Agreement, CONSULTANT shall, if requested by COUNTY, cause to be given to COUNTY satisfactory evidence that insurance policy premiums have been paid together with a duplicate copy of the policy or a certificate evidencing the policy and executed by the insurance company issuing the policy or its authorized agent.

18.5 Additional Insurance. Nothing in this, or any other provision of this Agreement, shall be construed to preclude CONSULTANT from obtaining and maintaining any additional insurance policies in addition to those required pursuant to this Agreement.

19. WORKERS’ COMPENSATION CERTIFICATION.

19.1. CONSULTANT shall sign and file with COUNTY the following certification prior to performing the Work: “I am aware of the provisions of California Labor Code §§3700 *et seq.* which require every employer to be insured against liability for Workers’ Compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work of this contract.”

19.2. This certification is included in this Agreement and signature of the Agreement shall constitute signing and filing of the certificate.

1 19.3. CONSULTANT understands and agrees that any and all employees, regardless of hire
2 date, shall be covered by Workers' Compensation according to the statutory requirements
3 prior to beginning work on the Project.

4 19.4. If CONTRACTOR has no employees, initial here: _____.

5 20. ASSIGNMENT.

6 Neither this Agreement nor any duties or obligations hereunder shall be assignable by
7 CONSULTANT without the prior written consent of COUNTY. CONSULTANT may employ other
8 specialists to perform services as required with prior approval by COUNTY.

9 21. NON-DISCRIMINATION.

10 21.1 During the performance of this Agreement, CONSULTANT and its subcontractors shall not
11 unlawfully discriminate, harass or allow harassment against any employee or applicant for
12 employment because of sex, race, color, ancestry, religious creed, national origin, physical
13 disability (including HIV and AIDS), mental disability, medical condition (cancer), age
14 (over forty (40)), marital status and denial of family care leave. CONSULTANT and its
15 subcontractors shall insure that the evaluation and treatment of their employees and
16 applicants for employment are free from such discrimination and harassment.
17 CONSULTANT and its subcontractors shall comply with the provisions of the Fair
18 Employment and Housing Act (Gov. Code §12990 (a-f) et seq.) and the applicable
19 regulations promulgated thereunder (California Code of Regulations, Title 2, Section 7285
20 et seq.). The applicable regulations of the Fair Employment and Housing Commission
21 implementing Government Code §12990 (a-f), set forth in Chapter 5 of Division 4 of Title 2
22 of the California Code of Regulations, are incorporated into this Agreement by reference
23 and made a part hereof as if set forth in full. The applicable regulations of Section 504 of
24 the Rehabilitation Act of 1973 (29 U.S.C. §794 (a)) are incorporated into this Agreement by
25 reference and made a part hereof as if set forth in full. CONSULTANT and its
26 subcontractors shall give written notice of their obligations under this clause to labor
27 organizations with which they have a collective bargaining or other agreement.

1 CONSULTANT shall include the nondiscrimination and compliance provisions of this
2 clause in all subcontracts to perform Work under this Agreement.

3 The Civil Rights, HCD, and Age Discrimination Acts Assurances:

4 21.2 During the performance of this Agreement, the GRANTEE assures that no otherwise
5 qualified person shall be excluded from participation or employment, denied program
6 benefits, or be subjected to discrimination based on race, color, national origin, sex, age, or
7 handicap, under any program or activity funded by this contract, as required by Title VI of
8 the Civil Rights Act of 1964, Title I of the Housing and Community Development Act of
9 1974, as amended, and the Age Discrimination Act of 1975, and all implementing
10 regulations.

11 21.3 The Training, Employment, and Contracting Opportunities for Business and Lower Income
12 Persons Assurance of Compliance:

13 21.3.1. The work to be performed under this Agreement is on a project assisted under a
14 program providing direct Federal financial assistance from the Department of
15 Housing and Urban Development and is subject to the requirements of Section 3 of
16 the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u.
17 Section 3 requires that to the greatest extent feasible, opportunities for training and
18 employment be given lower income residents of the project area and contracts for
19 Work in connection with the project be awarded to business concerns which are
20 located in, or owned in substantial part by persons residing in the area of the project.

21 21.3.2. The parties to this Agreement will comply with the provisions of said Section 3 and
22 the regulations issued pursuant thereto by the Secretary of Housing and Urban
23 Development set forth in 24 CFR Part 135, and all applicable rules and orders of the
24 Department issued there under prior to the execution of this contract. The parties to
25 this contract certify and agree that they are under no contractual or other disability
26 which would prevent them from complying with these requirements.

27 21.3.3. The GRANTEE will send to each labor organization or representative of workers
28 with which he has a collective bargaining agreement or other contract or

1 understanding, if any, a notice advertising the said labor organization or worker's
2 representative of his commitments under this Section 3 clause and shall post copies
3 of the notice in conspicuous places available to employees and applicants for
4 employment or training.

5 21.3.4. The GRANTEE will include these Section 3 clauses in every contract and
6 subcontract for Work in connection with the project and will, at the direction of the
7 State, take appropriate action pursuant to the contract upon a finding that the
8 CONSULTANT or any contractor or subcontractor is in violation of regulations
9 issued by the Secretary of Housing and Urban Development, 24 CFR Part 135 and,
10 will not let any contract unless the CONSULTANT or contractor or subcontractor
11 has first provided it with a preliminary statement of ability to comply with the
12 requirements of these regulations.

13 21.3.5. Compliance with the provisions of Section 3, the regulations set forth in 24 CFR
14 Part 135, and all applicable rules and orders of the Department issued thereunder
15 prior to the execution of the Agreement shall be a condition of the Federal financial
16 assistance provided to the project, binding upon the CONSULTANT, its successors,
17 and assigns. Failure to fulfill these requirements shall subject the CONSULTANT,
18 its contractors and subcontractors, its successors, and assigns to those sanctions
19 specified by the grant or contract through which Federal assistance is provided, and
20 to such sanctions as are specified by 24 CFR Part 135.

21 21.4. State Nondiscrimination Clause:

22 21.4.1. During the performance of this Agreement, CONSULTANT and its subcontractors
23 shall not unlawfully discriminate, harass, or allow harassment against any employee
24 or applicant for employment because of sex, race, color, ancestry, religious creed,
25 national origin, physical disability (including HIV and AIDS), mental disability,
26 medical condition (cancer), age (over 40), marital status and denial of family care
27 leave. CONSULTANT and subcontractors shall ensure that the evaluation and
28 treatment of their employees and applicants for employment are free from such

1 discrimination and harassment. CONSULTANT and subcontractors shall comply
2 with the provisions of the Fair Employment and Housing Act (Government Code,
3 Section 12900 et seq.) and the applicable regulations promulgated thereunder
4 (California Code of Regulations, Title 2, Section 7258.0 et seq.) The applicable
5 regulations of the Fair Employment and Housing Commission implementing
6 Government Code, Section 12990, set forth in Chapter 5 of Division 4 of Title 2 of
7 the California Code of Regulations are incorporated into this contract by reference
8 and made a part hereof as if set forth in full. CONSULTANT and its subcontractors
9 shall give written notice of their obligations under this clause to labor organizations
10 with which they have a collective bargaining or other agreement.

11 21.4.2. This CONSULTANT shall include the nondiscrimination and compliance
12 provisions of this clause in all subcontracts to perform work under the contract.

13 “The CONSULTANT hereby agrees to abide by the requirement of executive order
14 11246 and all implement regulations of the Department of Labor.”

15 22. “SECTION 3” CLAUSE.

16 CONSULTANT will comply with Section 3 of the Housing and Urban Development Act of
17 1968 (12 U.S.C. 1701u), and implementing Regulations at 24 CFR, Part 135.

18 23. NOTICES AND REPORTS.

19 23.1. Any notice to be given pursuant to this Agreement shall be in writing and personally
20 delivered or sent by United States First Class Mail, postage prepaid, return receipt
21 requested or by overnight carrier, priority overnight delivery, postage and delivery
22 charges prepaid, addressed to each Party at the following address:

23 **COUNTY**
24 Esperanza M. Colio,
25 Community & Economic Development Manager
26 County of Imperial
27 940 Main St Suite 203
28 El Centro, CA 92243

CONSULTANT
[Business Name]
[Street Address or PO Box]
[City, State ZIP]

1 23.2. Notice shall be deemed to have been delivered only upon receipt by the Party, seventy-two
2 (72) hours after deposit in the United States mail or twenty-four (24) hours after deposit with
3 an overnight carrier.

4 23.3. The addressees and addresses for purposes of this paragraph 21 may be changed to any
5 other addressee and address by giving written notice of such change in the manner provided
6 in paragraph 21.1. Unless and until written notice of change of addressee and/or address is
7 delivered in the manner provided in paragraph 21.1, the addressee and address set forth in
8 this Agreement shall continue in effect for all purposes hereunder.

9 24. ENTIRE AGREEMENT.

10 This Agreement contains the entire Agreement between COUNTY and CONSULTANT relating
11 to the transactions contemplated hereby and supersedes all prior or contemporaneous agreements,
12 understandings, provisions, negotiations, representations, or statements, either written or oral.

13 25. MODIFICATION.

14 No modification, waiver, amendment, discharge, or change of this Agreement shall be valid
15 unless the same is in writing and signed by the Party against whom the enforcement of such
16 modification, waiver, amendment, discharge, or change is or may be sought.

17 26. CAPTIONS.

18 Captions in this Agreement are inserted for convenience of reference only and do not define,
19 describe or limit the scope or the intent of this Agreement or any of the terms thereof.

20 27. PARTIAL INVALIDITY.

21 If any provision in this Agreement is held by a court of competent jurisdiction to be invalid,
22 void, or unenforceable, the remaining provisions will nevertheless continue in full force without being
23 impaired or invalidated in any way.

24 28. GENDER AND INTERPRETATION OF TERMS AND PROVISIONS.

25 As used in this Agreement and whenever required by the context thereof, each number, both
26 singular and plural, shall include all numbers, and each gender shall include a gender. CONSULTANT
27 as used in this Agreement or in any other document referred to in or made a part of this Agreement shall
28 likewise include both the singular and the plural, a corporation, a partnership, individual, firm or person

1 acting in any fiduciary capacity as executor, administrator, trustee or in any other representative capacity
2 or any other entity. All covenants herein contained on the part of CONSULTANT shall be joint and
3 several if more than one person, firm or entity executes this Agreement.

4 29. WAIVER.

5 No Waiver of any breach or of any of the covenants or conditions of this Agreement shall be
6 construed to be a waiver of any other breach or to be consent to any further or succeeding breach of the
7 same or any other covenant or condition.

8 30. DISPUTE RESOLUTION PROCESS.

9 The parties shall attempt to resolve any dispute arising out of or relating to this contract through
10 negotiations between the Contract Manager for COUNTY and the Project Manager for CONSULTANT,
11 who have authority to settle the same.

12 31. CHOICE OF LAW.

13 This Agreement shall be governed by the laws of the State of California. This Agreement is
14 made and entered into in Imperial County, California. Any action brought by either Party with respect
15 to this agreement shall be brought in a court of competent jurisdiction within said County.

16 32. ATTORNEY'S FEES.

17 If either Party herein brings an action to enforce the terms thereof or declare rights hereunder, the
18 prevailing Party in any such action, on trial or appeal, shall be entitled to its reasonable attorney's fees
19 and actual costs to be paid by the losing Party as fixed by the court.

20 33. AUTHORITY.

21 33.1. Each individual executing this Agreement on behalf of CONSULTANT represents that:

22 33.1.1. He/She is duly authorized to execute and deliver this Agreement on behalf of
23 CONSULTANT;

24 33.2.2. Such execution and delivery is in accordance with the terms of the Articles of
25 Incorporation or Partnership, any by-laws or Resolutions of CONSULTANT and;

26 33.2.3. This Agreement is binding upon CONSULTANT accordance with its terms.

27 33.2.4 CONSULTANT shall deliver to COUNTY evidence acceptable to COUNTY of
28 the foregoing within thirty (30) days of execution of this Agreement.

1 34. COUNTERPARTS.

2 This Agreement (as well as any amendments hereto) may be executed in any number of
3 counterparts, each of which when executed shall be an original, and all of which together shall constitute
4 one and the same Agreement. No counterparts shall be effective until all Parties have executed a
5 counterpart hereof.

6 35. REVIEW OF AGREEMENT TERMS.

7 35.1. Each Party has received independent legal advice from its attorneys with respect to the
8 advisability of making the representations, warranties, covenants and agreements
9 provided for herein, and with respect to the advisability of executing this Agreement.

10 35.2. Each Party represents and covenants with the other Party that:

11 35.2.1. This Agreement in its reduction to final written form is a result of extensive good
12 faith negotiations between the Parties and/or their respective legal counsel;

13 35.2.2. The Parties and their legal counsel have carefully reviewed and examined this
14 Agreement for execution by said Parties; and

15 35.2.3. Any statute or rule of construction that ambiguities are to be resolved against the
16 drafting party shall not be employed in the interpretation of this Agreement.

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1 36. NON-APPROPRIATION.

2 This Agreement is based upon the availability of public funding. In the event that public funds
3 are unavailable and not appropriated for the performance of the services set forth in this Agreement, this
4 Agreement shall be terminated without penalty after written notice to CONSULTANT of the
5 unavailability and/or non-appropriation of funds.

6 **IN WITNESS WHEREOF**, the Parties have executed this Agreement on the day and year first
7 above written.

8 **COUNTY OF IMPERIAL:**

CONSULTANT:

9 By: _____
10 [Name], Chairman
11 Imperial County Board of Supervisors

By: _____
[Designee Name]
[Business, Title]

12 **ATTEST:**

13 _____
14 [Name], Clerk of the Board,
15 County of Imperial, State of California

16 **APPROVED AS TO FORM:**

17 MICHAEL ROOD
18 County Counsel

19 By: _____
20 [ATTORNEY NAME]
21 [Title]

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EXHIBIT E

ANTI-LOBBYING CERTIFICATION

The undersigned certifies, to the best of his or her knowledge or belief, that:

- A. No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- B. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

CONSULTANT:

By: _____

[Designee Name]

[Business, Title]

Exhibit 5

September 15, 2020



Imperial County

2018-2023

Comprehensive
Economic
Development
Strategy

ACKNOWLEDGEMENTS

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This publication was prepared by the Imperial County Comprehensive Economic Development Strategy Committee pursuant to the requirements of the Economic Development Administration. The Statements, findings, conclusions, recommendations, and other data in this report are solely those of the Imperial County Comprehensive Economic Development Strategy Committee and do not necessarily reflect the views of the Economic Development Administration.

Imperial County Workforce & Economic Development Department

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EXECUTIVE SUMMARY

INTRODUCTION

The Comprehensive Economic Development Strategy (CEDS) reflects a cohesive and coordinated vision for economic development in Imperial County, embracing the goals of each municipal jurisdiction as well as a wide range of private sector, public and not-for-profit partner organizations. The CEDS meets the planning criteria from the Federal Economic Development Administration (EDA), thereby qualifying each jurisdiction to submit projects to EDA for funding assistance.

VISION STATEMENT

“To develop and strengthen economic development, and to provide a sustainable and healthy environment for the residents of Imperial County by providing training, job opportunities, a sustainable environment, and planning and delivery of transportation services to improve economic self-sufficiency, with an emphasis on Imperial County Target Areas. The County’s economy will be balanced and diversified amongst a variety of sectors, building opportunity by leading California’s renewable energy future while remaining true to our rich agricultural heritage. The Imperial County region will be fully integrated into the world economy by maximizing the advantages offered by its border location and abundant renewable resources.”

STRATEGIC ASSETS AND OPPORTUNITIES

Imperial County offers a number of economic development assets and opportunities.

Binational Trade/Foreign Trade Zone. Strategically located at the U.S. Mexico border in proximity to Mexican maquiladoras in Mexicali, Imperial County offers a tremendous opportunity for international trade. The two Ports of Entry (POE) in and near Calexico support cross border product shipments totaling \$16.1 billion in 2017, of which \$10.6 billion are advanced manufacturing products. The County also has a third POE serving the Yuma area. In addition, an estimated \$1 billion in consumer retail expenditures come from Mexico annually. The County is designated as Foreign Trade Zone (FTZ) #257 and offers a flexible location designation that makes most areas of the County eligible to benefit from FTZ status. In addition, the Cali Baja Bi-National Mega-Region (Mega Region Initiative) is an intermediary that coordinates US- and Mexico-based economic development organizations, so as to foster in a coordinated manner long-term economic development strategies that promote the global competitiveness of Mega Region Initiative partners and San Diego County, Imperial County, and Baja California in Mexico in general. Another key economic development entity is the Imperial-Mexicali Bi-National Alliance (IMBA). To support growth in binational trade between Mexicali, Mexico and Imperial Valley the Imperial-Mexicali Binational Alliance (IMBA) was established on September 18, 2013 via a Memorandum of Understanding by the Imperial County Transportation Commission (ICTC), Imperial Valley Economic Development Corporation (IVEDC), Consejo de Desarrollo Económico de Mexicali (CDEM), Comisión de Desarrollo Industrial de Mexicali (CDI), el Instituto Municipal de Investigación y Planeación

Urbana de Mexicali (IMIP) and Secretaria de Infraestructura y Desarrollo Urbano del Estado de Baja California (SIDUE) to work together on issues pertaining to logistics and international crossings, economic development, and environmental issues. IMBA is an advisory entity that addresses action and coordination to promote growth and improvement to our binational Border Infrastructure; Economic Development; and our shared Environmental issues and opportunities. The IMBA is jointly developing a binational external marketing initiative with the Imperial Valley Economic Development Corporation (IVEDC). More recently, a new FourFront initiative has been launched between Mexicali, San Luis Rio Colorado, Yuma County (Arizona), and Imperial County focusing on economic development, public safety, environmental protection, and tourism development.

Renewable Energy Production/ Broadband Expansion. Imperial County is a leader in California in the production of renewable energy, with a current capacity of 2,818 MW. Solar, geothermal and wind energy production comprise nearly 80 percent of this portfolio and have grown significantly in the past five years, with continued expansion forecast. In addition, the Imperial Irrigation District (IID) has developed a state of the art 30 MW energy storage facility that provides added stability and reliability to the energy network.

Imperial Valley Economic Development Corporation manages the Southern Border Broadband Consortium (SBBC), which operates on a grant through the California Public Utilities Commission and includes both Imperial and San Diego Counties. The SBBC is working with both public and private sector partners, as well as unserved and underserved community members, to assess the needs and gather data necessary to build out a high-speed data communications network that serves 21st century business needs. In addition, the County Office of Education administers the Imperial Valley Telecommunications Authority (IVTA), which has developed a fiber optic network to link public agencies throughout the County, and is now working to connect students in their homes.

With these energy and communications assets, Imperial County would be a prime location for data centers, advanced manufacturing, design firms, medical facilities and other businesses with high energy and data requirements.

Locally-Owned Utility. The Imperial Irrigation District (IID) is a locally owned water and power utility which gives customers a voice over utility operations, policies and rates. As a locally-owned utility, the IID delivers both water- and energy-services in a reliable and affordable manner. IID is also a valuable community asset that contributes to the well-being of its customers in the form of protection of water rights and water conservation, balancing authority, energy resource development, energy efficiency, environmental protection and economic development. With more than 3,000 miles of canals and drains, IID is one of the largest irrigation districts in the nation. The IID Water Department delivers 3.1 million acre-feet of water to nearly one-half million acres for agricultural, municipal and industrial use.

Transportation Network. The Imperial County region possesses a wide array of transportation and infrastructure assets and is uniquely located in proximity to major production, trade, and population centers of Southern California and Arizona. For shipping

and logistics, the highway system in Imperial County handles approximately 97 percent of total commodity flows across the county. The “NAFTA Corridor” includes much of this system. On a north-to-south axis, the “NAFTA Corridor” includes all of Imperial County’s SR-86 and SR-111, both of which ultimately connect with Interstate 10 near Indio (Riverside County), facilitating to and from movement of goods by truck between Los Angeles and Long Beach seaports, Imperial County, and Mexicali, Mexico. On an east-to-west axis, the corridor includes Interstate 8, which connects Imperial County with Arizona to the east, San Diego to the west, and Mexicali, Mexico to the south (via SR-111, -98, and -86). Since 2016, over \$500 million in funding has been designated for improvements to various segments of the Imperial County highway network. An estimated 8,500 jobs will be created over the next three to five years as a result of the regional highway improvement projects in Imperial County.

Imperial Valley Transit operates 11 fixed routes that cover all of the Imperial Valley seven days a week. New transit transfer stations have been completed in the cities of Brawley and El Centro. Two additional transit transfer stations are planned in the cities of Imperial and Calexico.

The Imperial County Airport is designated a 139 Commercial Airport, as well as the largest general aviation airport in the county. Owned and operated by the County of Imperial, the airport is centrally located within the jurisdictional boundaries of the city of Imperial along Highway 86. And, there are daily scheduled airline flights, air cargo, military operations, as well as several business jets and private general aviation flights. Additionally, there are four publicly owned general aviation airports located in the cities of Brawley, Calipatria, Calexico, and Holtville.

Imperial County is also served by rail connections from Mexico, Riverside County, and Arizona. Commodity flows by rail account for about 3 percent of total commodity flows in the county. In addition to currently operating rail lines, officials in Imperial County eagerly await the re-opening of the Desert Line, which Baja Rail began leasing from the San Diego Metropolitan Transit System in 2017 in hopes of restoring the line so as to speed-up shipment of goods from maquiladoras in Mexicali to points through-out the United States. The project involves MTS and Mexico-based Baja Rail, which will provide the train service. Major trans-shipment facilities are planned for several sites in Imperial County as a result of the re-opening of the Desert Line.

Construction Materials/Heavy Metals. Imperial County is home to one of the largest gypsum plants in the country, which is owned by U.S. Gypsum, a company that manufactures more than half the drywall in the United States. Imperial County is also a large supplier of construction aggregate materials, including sand and gravel. In addition, technologies are being developed to extract lithium from the brine produced in geothermal power facilities and the largest geothermal plant in the nation is planned in Imperial County using this technology. Batteries using this metal power most of the electronic devices and electrical cars in the country.

Military. Naval Air Facility-El Centro (NAF EC) provides combat and readiness training to active and reserve aviation units for the Navy's operating and training forces and other U.S. forces and allied units. The combination of a unique climate, vast unobstructed desert terrain, limited non-military air traffic, and the availability of dedicated gunnery and bomb ranges makes NAF EC an ideal environment for a wide range of training activities. NAF EC represents a stable source of economic stimulus to the surrounding region in the form of good-paying jobs, housing and retail demand and local expenditures for supplies and support services. The total economic benefit to the County was estimated in 2010 to be \$105 million annually. In addition to serving as the winter home of the famous "Blue Angels" squadron, NAF EC was also the filming location of much of the popular mid-1980s Tom Cruise movie "Top Gun."

Large amount of vacant, affordable land. The cities in Imperial County have zoned large tracts of land for industrial use and are actively pursuing funding for infrastructure to these sites. In addition to the availability of land, there are a number of planning areas throughout Imperial County, of which the three below are targeted for significant economic development. Below are summaries of these specific plan areas.

- **Imperial Center:** The Imperial Center is a 78-acre area near unincorporated Heber that is designated as regional commercial center, particularly for specialty commercial uses, retail, and wholesale. Currently, the property consists of an Arco Gas Station, a convenience store, an event center, a retail store, and four restaurants, with future hopes of serving as a trading platform for Far East Asian businesses interested in operating in the United States, especially to access Imperial County's locational advantage and tax incentives.
- **Mesquite Lake Specific Plan:** The Mesquite Lake Specific Plan area is also known as the Keystone Planning Area. Imperial County established a specific plan for the 5,100 acre area in central Imperial County in the early 1990s in an effort to allow for heavy industrial development in an area that is away from urban conflicts, to spur job creation in manufacturing, fabrication, processing, wholesaling, transportation, and energy resource development. California Energy and Power is well into the permitting process to open by 2019 a sugarcane-to-ethanol and electricity production facility within the Keystone Planning Area. When operating, the facility will employ an estimated 400 workers.
- **Gateway Specific Plan:** The Gateway of the Americas Specific Plan Area ("Gateway") covers over 1,700 acres and is located adjacent to the International Boundary approximately 6 miles east of the City of Calexico. The "Gateway" is designed to support and maximize the economic benefits associated with the Ports of Entry (POE) and the international commerce that it encourages. The abundance of large tracts, along with the adjacent location to the international border and the POE, make the "Gateway" a very unique area for economic development. The Gateway development area has available land for trucking and customs broker operations, warehousing, and

industrial/light industrial uses. Imperial County officials recently signaled an interest in allowing industrial cannabis and hemp operations within this area.

Agri-business. Agriculture has historically been an important part of the County economy, and opportunities exist to increase value-added food processing in the County as well as to team with the biotechnology industry growing in San Diego County. According to the most recent Crop Report for Imperial County issued in July 2018, the agricultural sector directly generated \$2.1 billion in economic value in 2017. Of this amount, \$1.02 billion was generated by vegetable and melon growers (49 percent of the total), with livestock operations generating \$452.7 million in value (22 percent of the total).

Tourism. Tourists to Imperial County generate an estimated \$347.6 million (2016) in the County and support more than 4,700 direct jobs, about 7 percent of total employment in the County. These figures do not include retail shopping that occurs by Mexicali residents. With its favorable winter climate, extensive outdoor recreation resources and easy connections to Mexico, Imperial County is a natural location for continued tourism investment.

INCENTIVES AND DESIGNATIONS

Imperial County offers a number of business incentives through partnerships with federal and state programs.

Foreign Trade Zone (FTZ). As previously described in detail, the County is designated as Foreign Trade Zone (FTZ) #257 and offers a flexible location designation that makes most areas of the County eligible to benefit from FTZ status.

Opportunity Zones: The 2017 Tax Cuts and Jobs Act created Opportunity Zones within which federal tax savings through stepped up depreciation are available. Imperial County has seven Opportunity Zone Tracts, including large portions of the cities of El Centro, Calexico, Holtville, and Brawley, as well as unincorporated areas.

California State Programs: Many Imperial County businesses qualify for several state tax credit programs through the state of California, including the Manufacturers Sales tax Exemption, the California Competes Tax Credit Fund, and New Employment Tax Credit. This latter program applies to former Enterprise Zone areas and eligible census tract with high poverty and unemployment, of which Imperial County has a number.

HUB Zone. Small businesses operating within HUB zones receive federal contracting preferences.

New Market Tax Credits (NMTC). This program attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions call Community Development Entities (CDEs).

EB-5 Program. The US Citizenship and Immigration Service (USCIS) administers the Immigrant Investor Program, also known as EB-5. Imperial County has three regional centers approved by USCIS to attract foreign investment for job creation. With Imperial County's unemployment rates, investors receive the preferential rate of \$500,000 per investment to access the program and receive immigration visas.

Recycling Market Development Zone (RMDZ). Established by the State of California, this program offers low interest loans for businesses operating in recycled materials markets. The San Diego/Imperial Valley Recycling Market Development Zone (RMDZ) program seeks to increase diversion of non-hazardous solid waste away from California landfills and to promote market demand for secondary and postconsumer materials.

Imperial Valley Small Business Development Center. The Imperial Valley Small Business Development center supports economic growth, job creation, and opportunities for local investment through a core set of services. These services include confidential and no-cost one-on-one counseling, and entrepreneurship training that help move business owners from start-up to success.

ADDITIONAL STRENGTHS AND OPPORTUNITIES

Imperial County offers a number of economic development assets and opportunities in addition to those highlighted above.

- Available/trainable workforce
- Transportation routes/freeway access
- Commercial passenger airport
- Close-knit communities with growing community-based partnerships
- Positive, pro-growth rural business attitude
- Multicultural community
- Simplified development process
- Accessible local officials
- Collaboration among agencies

STRATEGIC INITIATIVES TO ADDRESS WEAKNESSES AND THREATS

Economic development efforts throughout Imperial County are focused on a number of issues:

STRATEGIC INITIATIVES TO ADDRESS WEAKNESSES

Workforce Development. Although the County experiences long term high unemployment rates, substantial efforts are underway to focus workforce training and education on key industry priorities. The Imperial County Workforce Development Board (ICWBD) is currently updating a crucial, state-mandated strategic plan called the "Local Workforce Development Plan" (Plan), which will be finalized in early 2019. The ICWBD is also focusing its economic development effort in collaboration with San Diego Imperial Counties Community Colleges Regional Consortium (SDICCC), Imperial Valley Regional Occupation Program, San Diego Workforce Partnership (SDWP), and San Diego County Office of Education. These partners produced a regional plan called "Southern Border Regional Workforce Development Plan: San

Diego and Imperial Counties (2017-2020)". The first strategic priority of the regional plan involves supporting 18 sectors that drive regional economic growth, with a focus on "advanced transportation\clean energy", "advanced manufacturing", "health", and "information and communication technologies." The second priority involves creating a work-based learning tool (especially for very young workers) with industry involvement.

The Imperial Valley College is another key workforce development entity in the county. The State of California is providing additional resources to IVC through the Strong Workforce Program to assist community colleges in developing and/or enhancing career education programs throughout the State. The County educational system benefits from the presence of San Diego State University – I.V. Campus, as well as other public and private educational/training entities such as the University of Phoenix and the Imperial Valley Regional Occupational Program (IVROP).

Infrastructure Planning. A number of efforts are underway to improve transportation and other infrastructure to support economic development, particularly Phase 1 and 2 of the improved border crossings. In addition, recent projects such as the improvements at Brawley airport and the completion of the SR-111/SR-78 "Brawley Bypass" have opened new areas for potential business development. Imperial is a Self-Help County, having passed Measure D, which provides local sales tax for 40-years to improve roads in the county and leverage state and federal funding.

Housing Development. Local jurisdictions have committed through their General Plan Housing Elements to support production of 11,900 dwelling units by 2022. This will further support the labor force and the favorable cost of living in the County.

In addition to workforce development, infrastructure planning, and housing development, additional issues which economic development and planning partners in the County are working to address include the following:

- Lack of medical specialists
- Limited public transportation services for large geographic area
- Technical assistance available but not marketed and offered in a limited capacity
- Neighboring regions uninformed of the region's resources due to lack of marketing funds and resources
- Lack of financial resources
- Drug and human trafficking
- Language barriers
- Seasonal employment

STRATEGIC INITIATIVES TO ADDRESS THREATS

Environmental Quality

One important category of threat in Imperial County is environmental protection. Reduction in size and degradation of the Salton Sea carries a number of health threats, as does pollution in the New River. Both of these threats are the subject of ongoing remediation and mitigation efforts in collaboration with local and state agencies.

State Minimum Wage

In 2016, Governor Brown signed AB 1066 in to law, gradually increasing the state’s minimum wage and also altering other state labor laws that exempted agricultural workers from overtime restrictions, among others. Many farming businesses and agricultural trade organizations have indicated that the agricultural industry will be disproportionately affected by this law, as California farmers have to compete with other state and international growing regions where labor costs are much lower.

Ties to Mexico are Valuable but also Create Uncertainty

Imperial County has many ties to Mexico: Mexican shoppers spend substantial amounts in US stores, the Ports of Entry handle significant trade volumes and Imperial County is a gateway for US/Mexico tourism. It is important to note that over 50,000 people enter Imperial County from Mexicali, Mexico through the Calexico East and West ports of entry on a daily basis for shopping, tourism, work or other social trip purposes.

However, Imperial County must closely monitor broader economic and political trends that may affect this relationship in order to avoid severe and sudden economic dislocations if conditions change. Both the public and private sectors in Imperial County must also closely watch the value of the Mexican peso relative to the US dollar. Whether it occurs as a result of the market or by administrative determination, any devaluation of the peso negatively affects local businesses who sell goods and services to Mexican residents coming into Imperial County on a temporary basis to shop, by crippling the purchasing power of Mexican consumers.¹

ECONOMIC DEVELOPMENT GOALS AND PERFORMANCE CRITERIA

In order to address the above issues and achieve the county’s vision for economic prosperity, the Imperial County Overall Economic Development Commission (OEDC) and its regional economic development and planning partners commit to the following goals and performance criteria.

GOAL 1: PROMOTE A BALANCED, YET DIVERSIFIED REGIONAL ECONOMIC BASE.

Program Activities: a) Marketing efforts to promote Imperial County
b) Small business services by the Small Business Development Corporation (SBDC)

Output Measures: 1) Increase in number and mix of jobs per annual EDD data
2) Decrease in the county unemployment rate

GOAL 2: SUPPORT THE DEVELOPMENT AND EXPANSION OF INFRASTRUCTURE ACTIVITIES TO PROMOTE REGIONAL ECONOMIC DEVELOPMENT.

Program Activities: a) City and County Capital Improvement Programs

Output Measure: 1) Dollar value of construction of public improvements for the year

¹ San Diego Tribune, “Sinking peso: Danger sign to economy?” (January 17, 2017)(<https://bit.ly/2Op7oqB>) and Bloomberg News, “Mexico’s Peso Is Expected to Make a Big Comeback” (January 4, 2018)(<https://bit.ly/2IYOcdi>)

GOAL 3: IMPROVE THE EDUCATION AND SKILLS OF THE REGION’S WORKFORCE.

Program Activities: a) Students graduating from post-secondary education and training programs

Output measure: 1) County educational attainment as measured by the American Community Survey (ACS) and/or National Student Clearinghouse “Student Tracker”

GOAL 4: PROMOTE AND EXPAND TOURISM IN IMPERIAL COUNTY.

Program Activities: a) Tourism marketing programs
b) Development or renovation of visitor-serving attractions/facilities

Output Measures: 1) Increase in visitor expenditures per Dean Runyan annual reports

GOAL 5: PROMOTE INTERNATIONAL AND BI-NATIONAL TRADE DEVELOPMENT.

Program Activities: a) Marketing and business development efforts to attract firms engaged in international trade
b) Contacts with Mexican firms to promote location of satellite or support facilities in Imperial County

Output Measure: 1) Increase in the number and size of firms engaged in international trade, as measured by InfoUSA, business license records or other similar data

GOAL 6: PROMOTE AGRICULTURE AND OTHER RELATED INDUSTRIES.

Program Activities: a) Marketing and business development programs to expand the diversity of agricultural products and the number of food processing firms in the County

Output Measures: 1) Increase in the value and mix of agricultural products
2) Increase in the number of establishment and employment engaged in food processing and other ag support services.

GOAL 7: PURSUE A POLICY OF SUSTAINABLE DEVELOPMENT THAT BALANCES ECONOMIC DEVELOPMENT WITH PRESERVATION OF RESOURCES.

Program Activities: a) Marketing and business development efforts as well as public investments to increase renewable energy production, recycling volumes, green building practices and air quality.

Output Measures: 1) Increase in renewable energy production
2) Increase in jobs associated with recycling market development
3) Improvements in air quality conditions.

GOAL 8: WORK TO ENHANCE THE REGION’S QUALITY OF LIFE.

Program Activities: a) City and County efforts to develop and enhance quality of life amenities as well as workforce (middle income) housing.

Output Measures: b) Increase in housing units constructed or rehabilitated

c) Track improvements in Imperial County's ranking among places to live through indexes such as Gallup-Healthways and Sperling's City Comparisons.

OVERALL ECONOMIC DEVELOPMENT COMMISSION

INTRODUCTION

The federal government designated the County of Imperial as the Economic Development District for the entire county. In 1965, the Imperial County Board of Supervisors established the Overall Economic Development Commission (OEDC) to develop its Comprehensive Economic Development Strategy (CEDS). Agencies seeking funding from the Economic Development Administration are advised to present their projects for inclusion in the CEDS to the OEDC at regularly scheduled meetings. A Comprehensive Economic Development Strategy is the result of a local planning process designed to guide the economic growth of an area. The terms “area,” “region” and “community” are often used interchangeably to refer to an appropriate political, economic, geographic, or environmental entity for addressing economic development. The CEDS process will help create jobs, foster more stable and diversified economies, and improve living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development. A CEDS is required to qualify for Economic Development Administration (EDA) assistance under its public works, economic adjustment, and most planning programs. It is also a prerequisite for designation by EDA as an Economic Development District (EDD). The CEDS must be the result of widespread community participation, containing the following:

- an analysis of economic and community development issues and opportunities including incorporation of any relevant materials or suggestions from other government sponsored or supported plans;
- background and history of the economic development situation of the area covered, with a discussion of the economy, including as appropriate, geography, population, labor force, resources, and the environment;
- a discussion of community participation in the planning efforts;
- a section that sets forth goals and objectives for taking advantage of the opportunities;
- strategies for solving the economic development problems of the area serviced;
- a plan of action, including suggested projects to implement objectives and goals set forth in the strategy; and
- performance measurements that will be used to evaluate whether and to what extent goals and objectives have been or are being met.

The Imperial County Board of Supervisors established the OEDC as the acting agency for economic and community development to continue the operations, which include initiating new activities and building economic development within the area.

The membership shall reflect representation from local government (county, city and district), business, industry, finance, agriculture, tourism, organized labor, utilities, public health, education, racial or ethnic minorities, and the underemployed or unemployed. In accordance with EDA regulations, membership will be increased as needed to meet the 51 percent private sector for-profit membership. The Commission meets quarterly, or as needed, and is open to the public.

The OEDC through the CEDS Committee is the principal coordinator of the economic development planning process. The Commission is responsible for developing and implementing strategies, programs and projects that encourage new industry development, 8 business expansions and recruitment in Imperial County. Imperial County Community and Economic Development Department (ICCED), as the lead agency, coordinates the OEDC meetings, maintains all recordkeeping functions and submits the CEDS document.

ORGANIZATION AND MANAGEMENT

In accordance with the requirements of the Public Works and Economic Development Act of 1965, as amended, the County of Imperial established the Overall Economic Development Commission to formulate an Economic Development program consistent with the county's agrarian economy. In compliance with the Economic Development Commission bylaws, the 18 members that make up the OEDC are appointed in the following manner:

- One (1) member nominated and appointed by each of the five (5) members of the Imperial County Board of Supervisors.
- One (1) member appointed by each of the seven (7) incorporated cities in Imperial County.
- Five (5) members appointed by members of the leading minority groups or organizations of the area. One (1) appointment to be representative of the Quechan Indian Tribe. If minority appointments are not filled by the leading minority groups or organizations of the areas, appointments are to be made by the Imperial County Board of Supervisors.
- One (1) member appointed by the County of Imperial.

The Commission is well represented from a geographical standpoint and includes the major economic segments of Imperial County. The OEDC Executive Committee includes the Chairperson, Vice-Chairperson and Secretary, who each serve for a period of one year. The Chairperson has the authority to appoint other committees and subcommittees, which are deemed necessary to accomplish the purposes, tasks and responsibilities of the OEDC.

MINORITY REPRESENTATION OF THE OEDC COMMISSION

The following information is to provide data to determine compliance with EDA Directive 7.06 on minority representation on OEDC Committees. The aspects of compliance are as follows:

1. Every effort shall be made to have minority representation, on the OEDC Commission, in proportion to the population of the county.
2. Minority representation should be selected by representatives of the leading minority groups or organizations of the area.

OVERALL ECONOMIC DEVELOPMENT COMMISSION MEMBERSHIP

The overall Imperial County Overall Economic Development Commission for 2018-2019 is as follows:

OVERALL ECONOMIC DEVELOPMENT COMMISSION (OEDC) VOTING MEMBERS		
<i>City Representatives</i>	<i>Primary</i>	<i>Alternate</i>
CITY OF BRAWLEY 383 Main St. Brawley, CA 92227 T:(760) 427-2940 F:(760) 351-3088	Sam Couchman Council Member	George Nava Mayor
CITY OF CALEXICO 608 Heber Ave. Calexico, CA 92231 T:(760) 768-2177 F:(760) 357-3831	David Dale City Manager	Miguel Figueroa Economic Development Director
CITY OF CALIPATRIA 125 N. Park Ave. Calipatria, CA 92233 T:(760) 348-4141 F:(760) 348-7035	Romualdo Medina City Manager	Natasha Saucedo Administrative Assistant
CITY OF EL CENTRO 1249 W. Main St., El Centro, CA 92243 T:(760) 337-4543 F:(760) 352-4867	Marcela Piedra City Manager	
CITY OF HOLTVILLE 121 W. Fifth St. Holtville, CA 92250 T:(760) 356-4685 F:(760) 356-4574	Nick Wells City Manager	
CITY OF IMPERIAL 420 S. Imperial Ave. Imperial, CA 92251 T:(760) 355-4373	Stefan Chatwin City Manager	Othon Mora Community Development Director

OVERALL ECONOMIC DEVELOPMENT COMMISSION (OEDC) VOTING MEMBERS

F:(760) 355-4314

CITY OF WESTMORLAND
355 S. Center St.
Westmorland, CA 92281
T:(760) 344-3411
F:(760) 344-5307

Larry Ritchie
Mayor

Ann Beltran
Councilwoman

COUNTY OF IMPERIAL
940 W. Main St.
El Centro, CA 92243
T:(442) 265-1101

Andy Horne
Deputy CEO

**Board Of Supervisors
Appointees**

Primary

Alternate

DISTRICT 1

Yolanda Cordero
Customer Service
Representative,
New York Life Insurance Co.
780 W. Olive Ave. "C"
El Centro, CA 92243

DISTRICT 2

DISTRICT 3

Mark Gran
President,
Strictly Business Consulting
318 N. Imperial
Imperial, CA 92251

DISTRICT 4

Tim Kelley
Chief Executive Officer,
*Imperial Valley Economic
Development Corporation*
2415 Imperial Business Park
Drive, Imperial, CA 92251

Sean Wilcock
VP of Business Development
*Imperial Valley Economic
Development Corporation*

DISTRICT 5

**Minority
Appointments**

Primary

Alternate

CAMPESINOS UNIDOS, INC.
1535 Main St.
Brawley, CA 92227
T:(760) 370-5100
F:(760) 344-0322

Jose M. Lopez
Executive Director

Guadalupe L. Ponce
Community Services Block Grant
Director

OVERALL ECONOMIC DEVELOPMENT COMMISSION (OEDC) VOTING MEMBERS

CLINICAS DE SALUD DEL PUEBLO, INC. 1166 K St. Brawley, CA 92227 T:(760) 344-9951	Yvonne Bell Chief Executive Officer	Sara Sanders Director of Resource Development
---	--	--

<i>Community Members (Non-Voting)</i>	<i>Primary</i>	<i>Alternate</i>
---	----------------	------------------

I.C. DEPT. OF SOCIAL SERVICES 2695 S. Fourth St. El Centro, CA 92243 T:(760) 353-9858 F:(760) 336-4051	Araceli Lopez Program Manager	Enrique Nunez Staff Services Analyst
--	----------------------------------	---

I.C. WORKFORCE DEVELOPMENT BOARD 2799 S. 4th Street El Centro, CA 92243 T:(760) 337-5507 F:(760) 337-5005	Priscilla A. Lopez Director	Carlos Lopez Business Services Supervisor
---	--------------------------------	--

I.C. TRANSPORTATION COMMISSION 1503 N. Imperial Ave., Ste. #104 El Centro, CA 92243 T:(760) 592-4494	Mark Baza Executive Director	Virginia Mendoza Senior Transportation Planner
---	---------------------------------	---

IMPERIAL VALLEY COLLEGE 380 E. Aten Rd. Imperial, CA 92251 T:(760) 355-6249 F:(760) 355-6172	Efrain Silva, Dean of Economic and Workforce Development	
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CEDS Committee Voting Members

Public Sector

I.C. WORKFORCE DEVELOPMENT BOARD Priscilla A. Lopez, Interim Director 2799 S. 4th Street
--

El Centro, CA 92243
T:(760) 337-5507 F:(760) 337-5005

CITY OF IMPERIAL
Othon Mora, Community Development Director
Lisa Tylenda, Planner (Alternate)
420 S. Imperial Ave.
Imperial, CA 92251
T:(760) 355-4373 F:(760) 355-4314

IMPERIAL VALLEY COLLEGE
Efrain Silva, Dean of Economic and Workforce Development
Janeth Cruz, Coordinator (Alternate)
380 E. Aten Rd.
Imperial, CA 92251
T:(760) 355-6249 F:(760) 355-6172

I.C. TRANSPORTATION COMMISSION
Mark Baza, Executive Director
Virginia Mendoza, Regional Transportation Planner (Alternate)
1405 N. Imperial Ave., Ste. #1
El Centro, CA 92243
T:(760) 592-4494

CAMPESINOS UNIDOS, INC.
Jose M. Lopez, Executive Director
Guadalupe L. Ponce, CSBG Director (Alternate)
1535 Main St.
Brawley, CA 92227
T:(760) 370-5100 F:(760) 344-0322

Private Sector

CALENERGY
Mark Gran, Manager, Real Estate Assets & Community Relations
7030 Gentry Rd.
Calipatria, CA 92233
T:(760) 348-4095

RABOBANK
Randy Taylor, Vice President Market Manager
Victor Nava, V.P. / Branch Manager (Alternate)
1448 W. Main St.
El Centro, CA 92243
T:(760) 337-3228 F:(760) 337-3231

ROOK PUBLIC RELATIONS
Mario Conde, Chief Executive Officer
920 Adler Ave.
Calexico, CA 92231
T:(760) 562-9549

IMPERIAL PRINTERS
Robert Rubio, Co-Owner/Printing Consultant

Rudy Rodriguez, CEO (Alternate)
430 W. Main St.
El Centro, CA 92243
T:(760) 352-1300

CEDS Committee Volunteer Members

SMALL BUSINESS DEVELOPMENT CENTER (SBDC)

Meredith Garcia, Director
2415 Imperial Business Parkway, Suite A
Imperial, CA 92251
T:(760) 312-9800 F:(760) 312-9838

I.V. ECONOMIC DEVELOPMENT CORPORATION

Tim Kelley, Chief Executive Officer
Sean Wilcock, Vice President of Business Development (Alternate)
2415 Imperial Business Park Drive
Imperial, CA 92251
T:(760) 353-8332 F:(760) 353-9149

IMPERIAL IRRIGATION DISTRICT

Rosa Maria Gonzales, Community & Business Liaison
81-600 Avenue 58
La Quinta, CA 92253
T:(760) 398-5812

SO. CALIFORNIA ASSOCIATION OF GOVERNMENTS

David Salgado, Regional Affairs Officer
1405 N. Imperial Ave., Suite 1
El Centro, CA 92243
T: (213)236-1967

OEDC AND CEDS COORDINATING STAFF

I.C. WORKFORCE AND ECONOMIC DEVELOPMENT

2799 S. 4TH Street
El Centro, CA 92243
T: (442) 265-1100

Esperanza C. Warren, Deputy CEO, County of Imperial
Jonathan Garcia, Community & Economic Development Coordinator, County of Imperial
Tyler Mayo, Community & Economic Coordinator Development, County of Imperial

ECONOMIC SUMMARY

INTRODUCTION

This chapter provides an overview of economic and social conditions in Imperial County. The first section describes the socioeconomic characteristics of persons residing in Imperial County (“Socioeconomic Characteristics”). The second section (“Employment and Industry trends”) summarizes the recent employment trends by industry sector and industry cluster. The discussion below is supported by extensive data tables provided in the Appendix. In some cases, data tables are provided in the body of this chapter but for most topics, references are provided for the more detailed tables in the Appendix. In preparing the socioeconomic analysis, the data tables not only provide information for the cities and unincorporated communities in Imperial County, but also provide comparisons to surrounding counties in Southern California. In addition, the tables include the southern counties in the San Joaquin Valley, including Fresno, Kings, Tulare and Kern counties. Imperial County identifies as an agricultural region, so there are interesting comparisons with the Central Valley region.

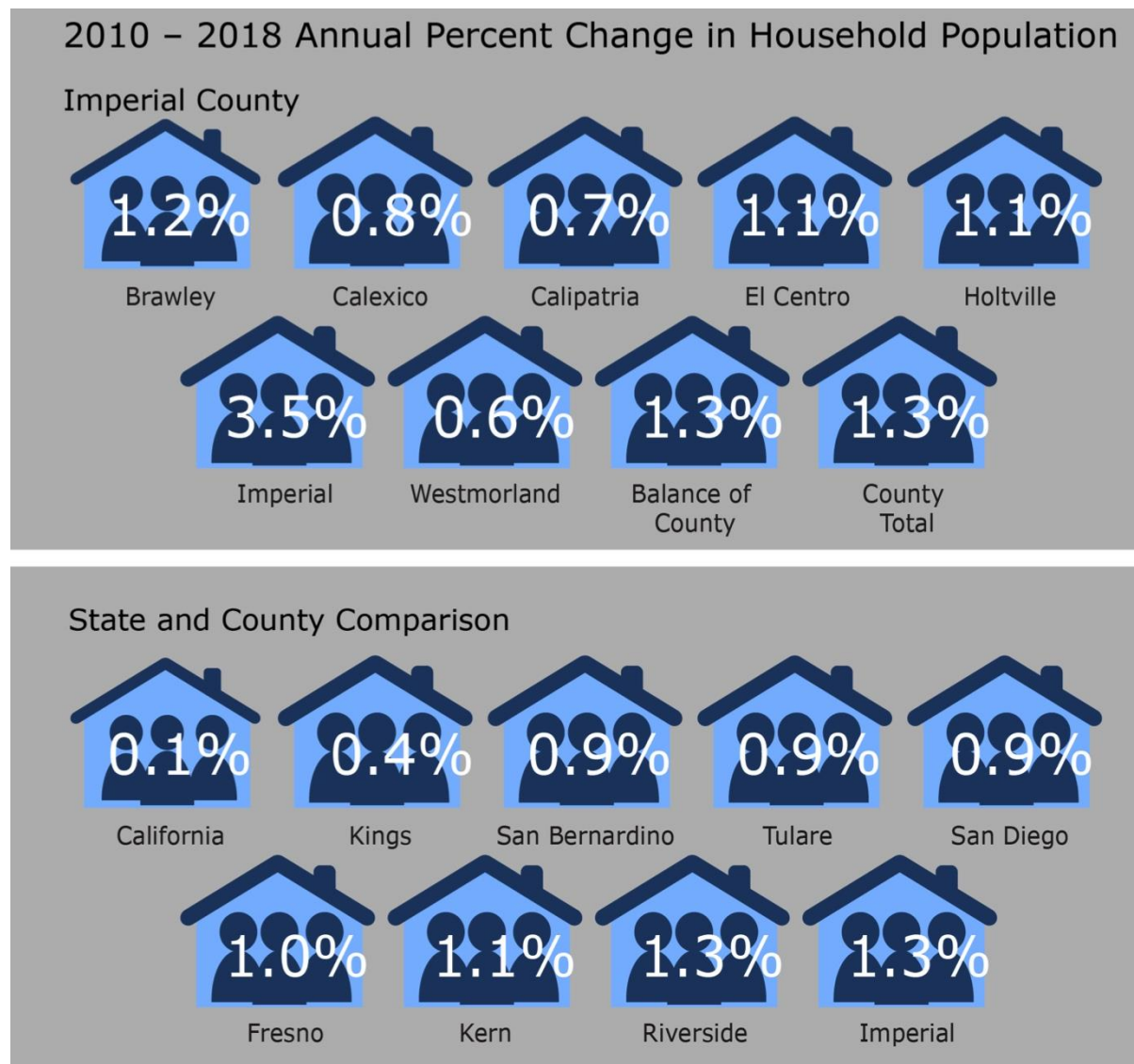
SOCIOECONOMIC CHARACTERISTICS

DEMOGRAPHICS AND HOUSING

Imperial County has increased population by nearly 16,100 since 2010, to a total of 190,624 persons in 2018 (Table A-1). This reflects a 1.1 percent annual growth rate, which exceeds all of the surrounding counties except Riverside, and is well above the state average (Figure 1 and Table A-2). According to the State Department of Finance (DOF), this growth was due in part to increasing household sizes, as well as new housing development.

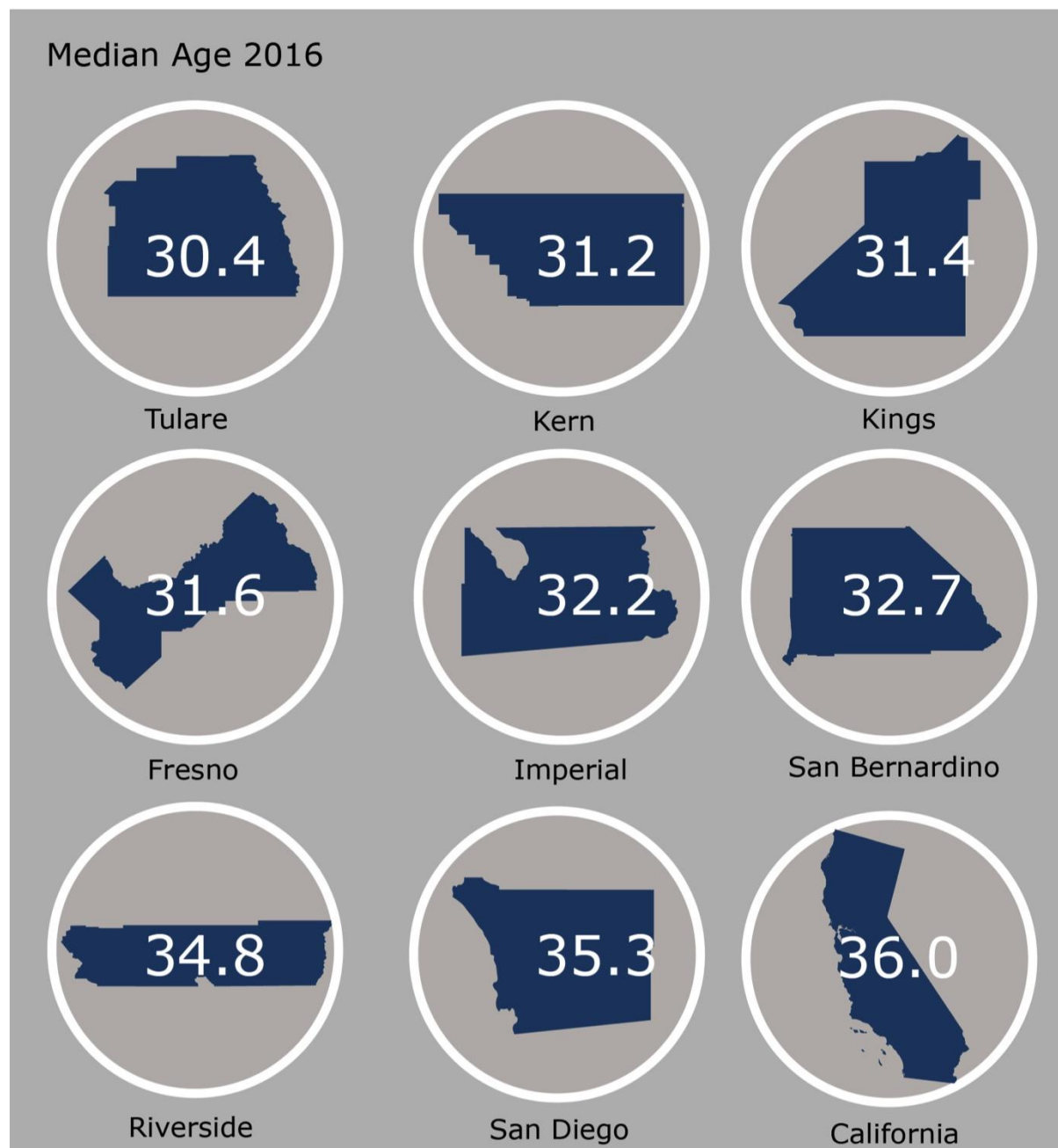
Total housing units grew by 0.4 percent per year during this period and the vacancy rate increased from 12.4 percent to 13.2 percent. This is very high, compared to the state average of 7.4 percent in 2018. However, the vacancy rate varies by location throughout the county, with cities like Brawley, Calexico, and Holtville ranging from 8.0 to 8.5 percent, closer to the state average. The combined Regional Housing Needs Allocation (RHNA) for Imperial County and the cities exceeds 11,900 units between 2014 and 2021, a 21 percent increase over the 2014 housing total.

Figure 1: Annual Percent Change in Household Population



With a median age of 32.2 years, Imperial County has a younger population than the state as whole, although it is very similar to San Bernardino county as well as the southern San Joaquin Valley counties (Figure 2 and Table A-3). Imperial County has 31 percent of its population aged 19 years or younger compared to 27 percent for the state, while its working age population (20-64 years) is 56 percent and the state is 62 percent (Table A-4).

Figure 2: Median Age, 2016



Imperial has a relatively large Latino population, at 83 percent, compared to 33 percent of San Diego County or 39 percent for the state (Table A-5). The counties in southern San Joaquin Valley range from 52-63 percent. Given this population mix and its location at the Mexican border, Imperial County has 27 percent of its population with limited English speaking ability, compared to less than 10 percent for the surrounding counties (Table A-6). For comparison, Tulare County has 18 percent, highest among the southern San Joaquin Valley counties. Imperial County also has a higher proportion of family households, at 77 percent

compared to 69 percent for the state (Table A-7). However, it also has a higher percentage of female-headed households, at 19 percent, compared to 13 percent for the state.

Imperial County has a slightly higher rate of home ownership, at 56 percent, than the state average. This also compares favorably to Central Valley counties such as Fresno and Kings county but is lower than the surrounding Southern California counties (Table A-9). Based on ACS data for 2016, home sales values are 40 percent of state levels and rents are about half the state averages (Table A-10). This is advantageous considering that Imperial County wages are only about 20 percent less on average. However, Imperial County has a slightly higher percentage of overcrowded units than either the state or the Central Valley counties, perhaps due in part to its larger household sizes (Table A-11).

LABOR FORCE

This part of the discussion on the socio-economic characteristics of Imperial County focuses on key trends with regard to the labor force. We first begin with a summary of the key institution seeking to improve the readiness of Imperial County's workforce, i.e. the Imperial County Workforce Development Board.

KEY WORKFORCE DEVELOPMENT ENTITIES IN IMPERIAL COUNTY

The Imperial County Workforce Development Board (ICWDB). The ICWDB plays a crucial role in preparing Imperial County's unemployed and under-employed labor force for new and emerging job opportunities in the county. The ICWDB serves as an advisory board to the County of Imperial Board of Supervisors. The Board is comprised of community leaders representing private industry, nonprofits, and public agencies and is mandated by federal legislation to oversee public investments in employment and training programs.²

The ICWDB works with a myriad of stakeholders in the private and public sectors in an effort to match workforce supply and demand. The ICWDB provides and/or facilitates programs that generate a workforce that is adequate in numbers, equipped with a work ethic, equipped with employability and foundational academic skills, and trained for specific occupational skills that fit the needs of local and regional employers.³

The ICWDB is currently updating a crucial, state-mandated strategic plan called the "Local Workforce Development Plan" (Plan), which will be finalized in early 2019. Among other things, the Plan addresses elevating workers' technical skills in response to industry innovations and technological changes, as well as supporting job training programs that are also industry-certified. Preparing labor force with some work experience for well-paying middle-skill occupations is another part of the Plan.⁴ The Plan also discusses the integrating of workforce development and economic development communities, pointing to efforts on the

² Imperial County Workforce Development Board (<https://bit.ly/2ElcvDL>)

³Imperial County Workforce Development Board, "Local Workforce Development Plan: 2017-2020", PDF p. 4

⁴Imperial County Workforce Development Board, "Local Workforce Development Plan: 2017-2020", PDF p. 13

part of the ICWDB to support (among other entities) the Cali-Baja Mega Region Initiative and the IVEDC.⁵

In terms of service delivery, the ICWDB partners with the local branch of America's Job Centers of California (AJCC) system.⁶ Formerly called "One Stop Centers", AJCCs are designed to be a 'One Stop' delivery system through which employment-related services and training are provided. AJCCs offer a comprehensive line up of employment and training services, including help with resume writing, interviewing skills, finding job openings, training programs, and much more. There are three full-service locations in Imperial County and two satellite offices.

Imperial Valley College. The Imperial Valley College (IVC) is another key workforce development entity in the county. The State of California is providing additional resources to IVC through the Strong Workforce Program to assist community colleges in developing and/or enhancing career education programs throughout the State. Imperial Valley College receives close to a million dollars annually for this purpose. Strong Workforce funds have allowed IVC to create new programs in the areas of Electronics, Diesel and Heavy Equipment, Gerontology, and Electronic System Technician. Existing programs in the areas of Automotive Technology, HVAC, Welding, Public Safety, and Nursing were upgraded with new equipment to enhance instruction. IVC is also restructuring many of their Career Education (CE) programs as "fast-track" to allow students to complete their technical education in one year. As an example, the IVC Welding program was restructured from a two year program to an 11 month program. All CE programs also include the appropriate industry certifications in addition to the College's certifications.

Imperial Valley College is prepared to work with new and existing industries to provide a qualified and trained labor force to encourage and promote economic development and competitiveness. The County educational system benefits from the presence of San Diego State University – I.V. Campus, as well as other public and private educational/training entities such as the University of Phoenix and the Imperial Valley Regional Occupational Program (IVROP).

IMPERIAL COUNTY LABOR FORCE TRENDS

In terms of educational attainment, two-thirds of Imperial County residents 25 years and older have high school diplomas, some college experience and/or AA degrees (Figure 3). This is very comparable to statewide statistics (Table A-13). However, 33 percent have no high school diploma compared to 18 percent for the state. Based on research ADE has conducted elsewhere in California, we expect that many workers in this category did not grow up in the US but immigrated here as adults. For those workers with BA degrees in Imperial County, 38 percent are in science, engineering or related fields (Table A-14). A high proportion has degrees in education, at 20 percent, compared to 7 percent for the state. (See Tables A-15

⁵Imperial County Workforce Development Board, "Local Workforce Development Plan: 2017-2020", PDF p. 14

⁶Imperial County Workforce Development Board, "America's Job Centers of California"(<https://bit.ly/2RSZVhU>)

to A-28 for additional student performance and enrollment trends at K-12 and post-secondary institutions in Imperial County).

As of March 2018, Imperial County had the second highest county unemployment rate (15.3 percent) in the state, behind only Colusa County at 18.9 percent. In the past year, the state unemployment rate has improved one percent, from 5.2 percent to 4.2 percent. Imperial County's rate improved three percent, from 18.8 percent in March 2017 (Figure 4 and Table A-29). Proportionally, however, this is still less of an improvement than the state average. Tables A-30 and A-31 show unemployment rates for different age groups in the population in 2016 and Imperial County has exceptionally high youth unemployment, at 34 percent for workers under 25 years, compared to 18 percent for the state.

Similar to state and regional trends, unemployment rates in Imperial County are lower for workers with higher educational levels, as shown in Tables A-32 and A-33. However, disparities exist even for workers with AA or BA degrees in Imperial County compared with the state averages and all the comparison counties in Southern California and the San Joaquin Valley.

Figure 3: Educational Attainment, 25 Years or Older, 2016

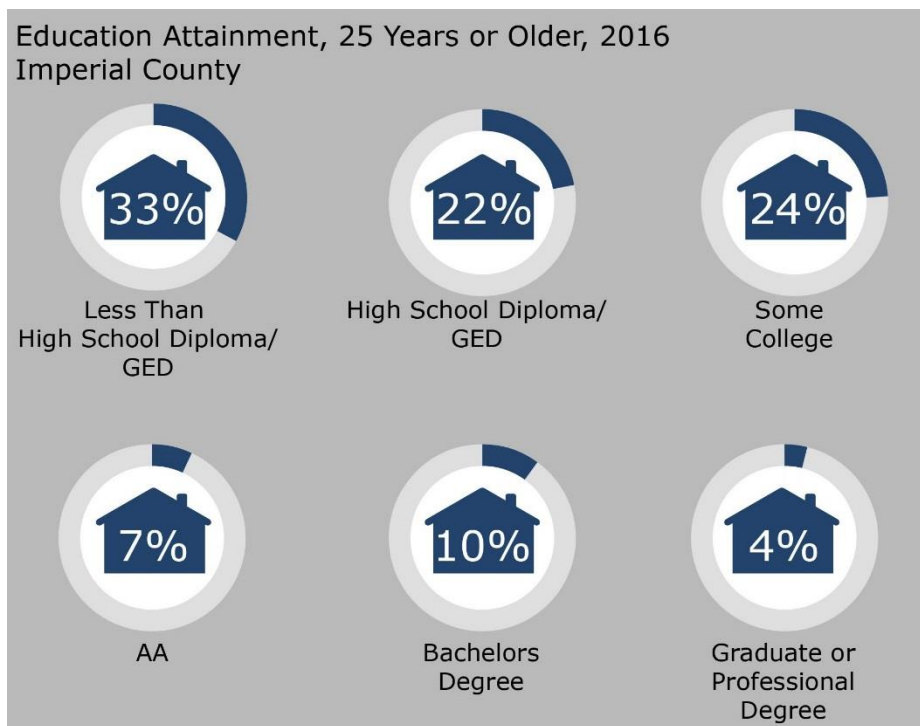
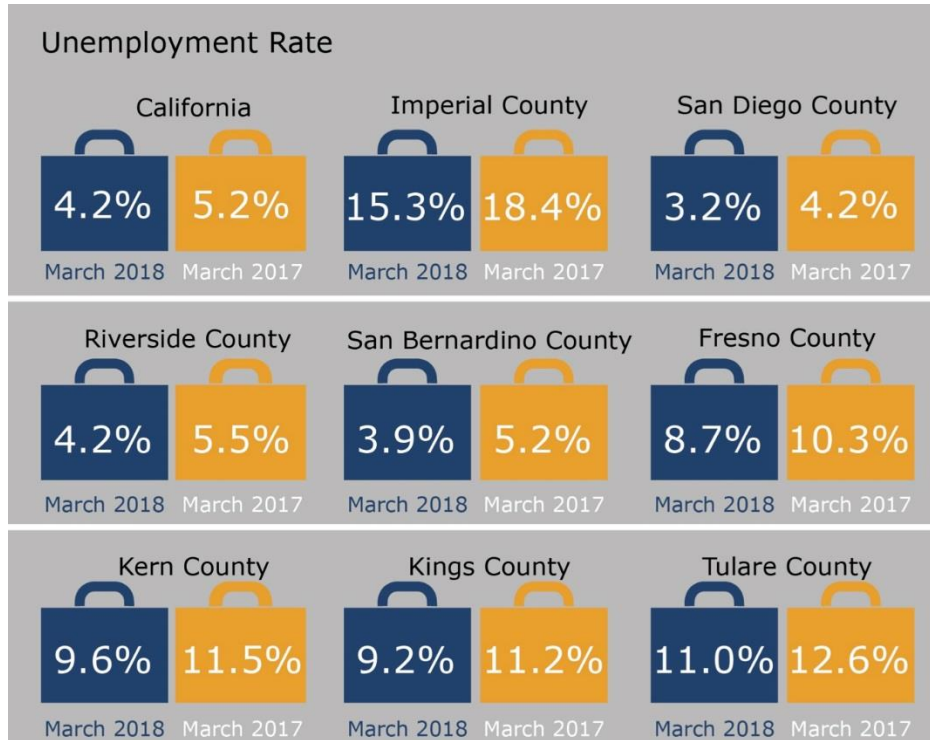


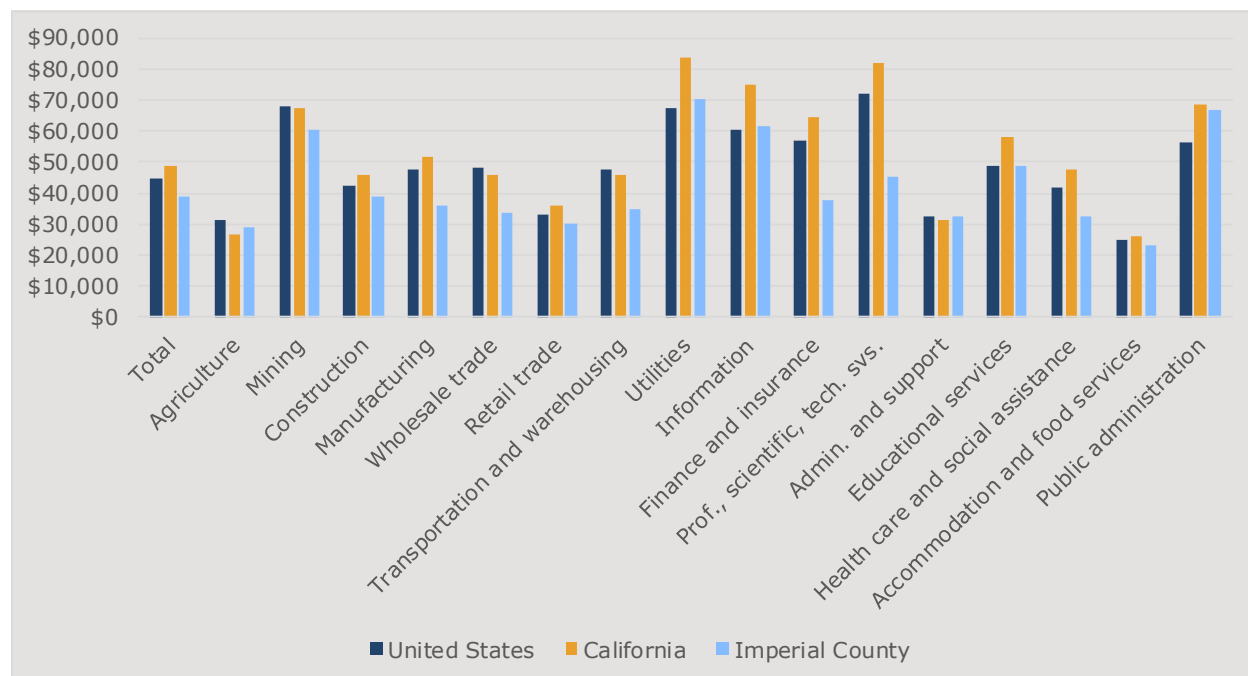
Figure 4: Unemployment Rates, Imperial County, California and Comparison Counties



Workers living in Imperial County are employed in higher percentages in agriculture, retail, education and public administration than the state as a whole (Table A-34). However, the proportion of workers in agriculture is about half the levels in the San Joaquin Valley (Table A-35). In terms of occupational groups, in addition to farming, higher percentages are employed in community service jobs as sales occupations than the state average (Table A-36).

Pay levels by occupation in Imperial County are about 20 percent lower overall compared to state averages, but certain industrial, logistics, construction and public protection occupations pay higher in Imperial County (Tables A-37 and A-38). From the perspective of industry-wide averages, jobs in Imperial County pay better than the state in agriculture, retail, education and public administration (Table A-39 and Figure 5). For agriculture and manufacturing, average annual wages are lower in Imperial County than the comparative San Joaquin Valley counties (Table A-40).

Figure 5: Average Annual Pay Levels by Industry

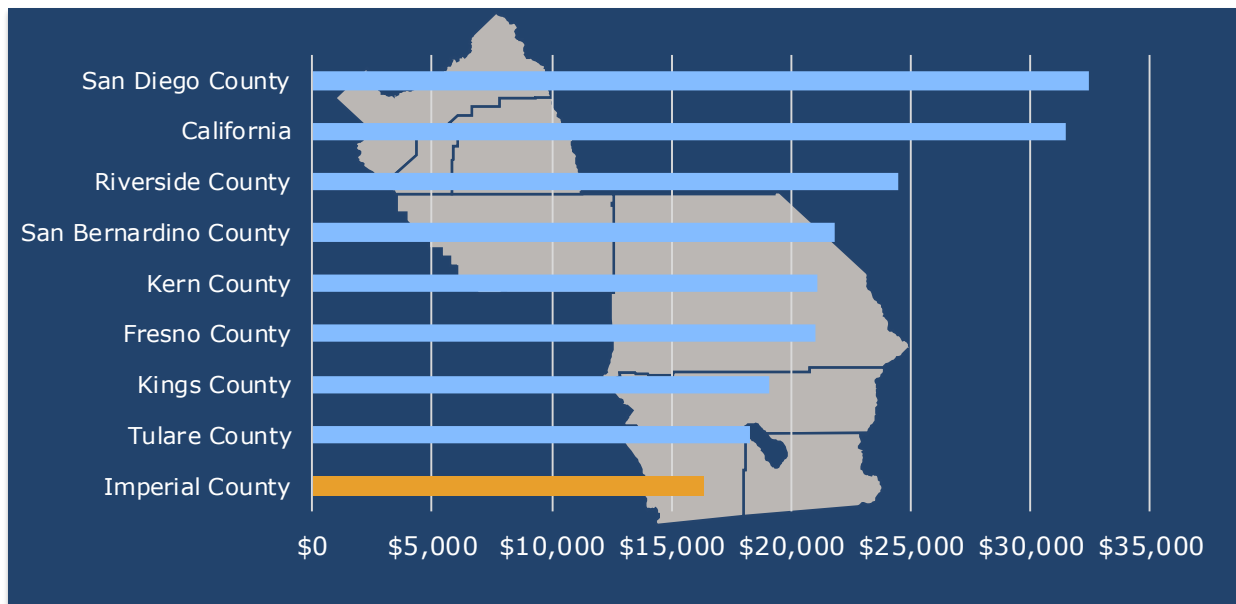
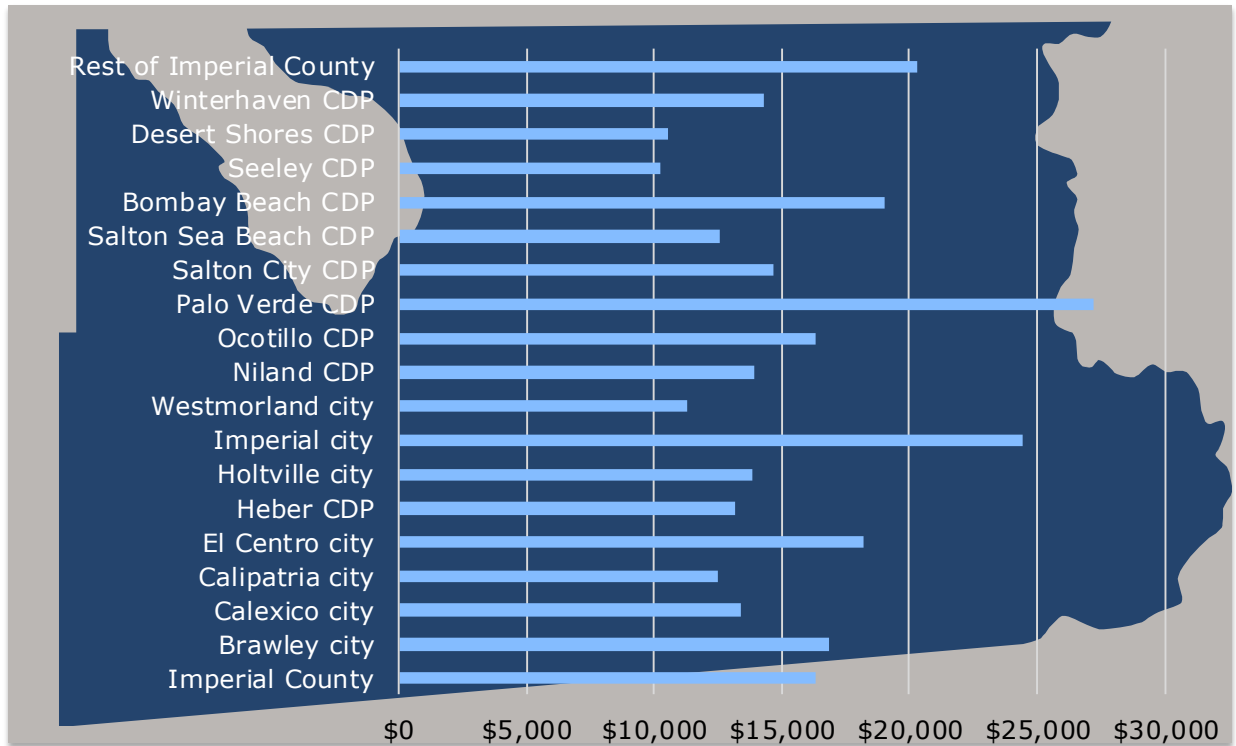


Imperial County has a higher percentage of workers who both live and work in the County, at 92 percent, compared to 83 percent statewide (Table A-41). The ACS reports that 2 percent of the workforce commutes out of state.

INCOME

The median household income in Imperial County, at \$42,560 in 2016, is 33 percent below the state average, but about comparable to Tulare County among the comparison locations (Table A-42). Per capita income in Imperial County, however, is only about half the state average and is lower than all of the comparison counties in California (Figure 6 and Table A-43). Imperial County is comparable to the state in the proportion of workers earning between \$20,000 and \$10,000 per year, but has a higher proportion of workers earning less than \$20,000 and slightly lower percentage in the upper income groups (Table A-44). The poverty rate in 2016 was 24 percent, compared to 16 percent for the state (Table A-45). However, this was less than Fresno County (27 percent) or Tulare County (28 percent).

Figure 6: Per Capita Income, Cities in Imperial County and Comparison Counties



HEALTH INDICATORS

This part of the discussion of Imperial County’s socio-economic characteristics focuses on key health trends. We first begin with a summary of key institutions that seek to improve the health of residents in Imperial County.

KEY INSTITUTIONS SEEKING TO IMPROVE RESIDENTS' HEALTH

Imperial County's leading health care institutions are the El Centro Regional Medical Center (ECRMC), the Pioneer Memorial Hospital, the Heffernan Memorial Healthcare District, and Clinicas de Salud del Pueblo. In addition to these healthcare providers, the Imperial County Public Health Department plays a vital role in promoting the health of Imperial County.

The El Centro Regional Medical Center. The El Centro Regional Medical Center is an acute-care medical center that has been serving the health care needs of the Imperial Valley since 1956. After a \$44 million expansion, what started as a 34-bed licensed hospital has grown into a 161 bed, state-of-the-art facility. The expansion project allowed for the construction of a state of the art new trauma center and rooftop heliport for superior trauma care.⁷ In FY 2016-2017, ECRMC treated 4,616 adults on an inpatient basis. In terms of outpatient care, there were 48,805 emergency room visits, 92,797 hospital outpatient procedures, and 4,998 outpatient surgeries in Fiscal Year 2016-2017.⁸ ECRMC also operate outpatient clinics in El Centro and Calexico.

The City of El Centro owns the ECRMC and, as such, the City Council appoints members to the ECRMC's Board of Directors. In 2015, the City of El Centro and the UC San Diego Health System entered into a long-term management services agreement on behalf of ECRMC.

Pioneers Memorial Hospital\Pioneers Memorial Healthcare District. Having opened its doors in 1950, the Brawley-based Pioneers Memorial Healthcare District was formed under the governance of a board of directors that was appointed by the Imperial County Board of Supervisors. Subsequent boards have been elected by the residents of the district. Today, Pioneers is very advanced technologically for a hospital of its size. The hospital is a 107-bed short-term acute care facility.⁹ According to the most-current data available from the Office of Statewide Health Planning and Development (OSHPD), Pioneers treated approximately 4,900 adults on an in-patient basis in 2015.¹⁰

In 2016, Pioneers and Scripps Health Network entered into an agreement establishing Pioneers as an affiliate of the Scripps Health Network. Pioneers continues to operate as an independent hospital, and retains its name and current governance structure. The agreement includes Scripps providing Pioneers with leadership training and development, process improvements and other related services.¹¹

Clinicas de Salud del Pueblo. Clinicas de Salud del Pueblo, Inc. is a private, non-profit organization providing an array of comprehensive primary care services to residents

⁷El Centro Regional Medical Center, "About Us" (<https://bit.ly/2CEIPRq>)

⁸El Centro Regional Medical Center, FY 2016-2017 Annual Report (<https://bit.ly/2ynDFVI>)

⁹Pioneers Memorial Healthcare District, "Our History" (<https://bit.ly/2CG3HGY>)

¹⁰California, Office of Statewide Health Planning and Development (OSHPD)

¹¹ Scripps, News: Pioneers Memorial Healthcare District Becomes Affiliate of Scripps Health Network (April 16, 2016) (<https://bit.ly/2RMIcIX>)

throughout Imperial and Riverside Counties. Types of services include dental, pediatric care, laboratory services, HIV care, pre-natal care\obstetrics, and women's healthcare, to name a few service areas.¹² Clinicas' Community Health & Outreach team also offers special programs to individuals and groups for more intensive education. All programs can be provided in the home or in a group setting and follow standard curricula developed and/or reviewed by local, regional, and national experts in community health. Special programs with interactive workshops include: Asthma, Diabetes & Cardiovascular, Home Visits, Oral Health, Post-Partum, and Pre-Diabetes.

Imperial County Public Health Department. The Imperial County Public Health Department (ICPHD) seeks to protect the community from disease, illness and injury and to improve the overall health status of residents by preventing illness, disability, premature death, and promoting good health practices. The Department works closely with local hospitals, community clinics and medical providers to share timely, up to date public health information with partner agencies. Via the Community Health Initiatives within the Public Health Department, the Department recently updated its Community Health Assessment, which includes a number of Community Health Improvement priority areas and strategies.¹³

- Priority Area: Healthy Eating and Active Living
 - Strategy: Improve consumption of affordable, accessible, and nutritious foods
 - Strategy: Increase engagement in affordable and safe opportunities for physical activity
 - Strategy: Achieve and maintain healthy weight
- Priority Area: Community Prevention Linked with High Quality Care
 - Strategy: Improve and expand asthma detection, management and education
 - Strategy: Increase prenatal care
 - Strategy: Diabetes detection, management and education
 - *Strategy:* Enhance health information and mobilize change
- Priority Area: Healthy and Safe Communities and Living Environment
 - Strategy: Improve air quality
 - Strategy: Prevent Prescription drug abuse
 - Strategy: Link family members, care givers, and persons living with dementia across systems of care and support

¹²Clinicas De Salud Del Pueblo (<https://bit.ly/2EiBwj3>)

¹³ Imperial County Public Health Department, Community Health Assessment & Community Health Improvement Plan 2017 – 2021 (<https://bit.ly/2NEpEHm>)

Heffernan Memorial Healthcare District. The Heffernan Memorial was formed in 1951 as a local hospital district serving residents in and around the City of Calexico. Today, the Heffernan Memorial Healthcare District (HMHD) Board of Directors continue with the same commitment to bring more and better healthcare resources to Calexico, and continue to look for new partnerships with health providers to enhance the health and lifestyle of our community.¹⁴ HMHD is a healthcare district that closed its acute care hospital in 1998. The district continues to generate funds, which, in turn, are either donated to local health-based organizations that make funding requests, or the funds are used by HMHD to implement new healthcare initiatives.¹⁵ HMHD is focusing on implementing and sponsoring programs that increase access and awareness to healthcare services and education for the underserved in the surrounding community by practicing the following tenets: 1) partnering successfully with other healthcare providers to enhance the quality and breadth of healthcare services available to District residents and nearby communities, 2) promoting, supporting, and providing healthcare services related primarily to disease prevention, health education, and wellness, 3) selectively providing financial support for healthcare initiatives that are consistent with the District's vision and mission, 4) maximizing the value derived from each taxpayer dollar spent through the careful planning and implementation of all Board approved initiatives and; 5) conservatively managing its assets and resources to ensure the long term financial viability of the organization.¹⁶ In early 2018, the District entered into an agreement with the City of Calexico to provide emergency medical ambulance services for city.¹⁷

HEALTH-RELATED OUTCOMES IN IMPERIAL COUNTY

While health providers in the county are better positioned to serve residents as a result of the relatively recent developments involving ECRMC-UCSD, Heffernan Memorial Healthcare-City of Calexico, and Pioneers Memorial Hospital-Scripps, as well as the recent update of the Public Health Department Community Health Assessment, by many measures, Imperial County remains a region with a myriad of health-related challenges. The updated CHAS indicates that the County experiences a significant shortage of primary-care and specialty-care providers.¹⁸ In addition to a shortage of nurses, there are 4,537 persons for every one primary care physician, and 2,941 persons for every one specialty-care provider, according to the Public Health Department. Clinics especially need specialty providers, but Imperial County has difficulty attracting these. As a result, clinics enter into contracts with staff people who come from outside of the County. In addition, patients often have to be sent to larger hospitals in San Diego or Riverside, and sometimes Arizona. Reversing staffing shortages can help the

¹⁴ Heffernan Memorial Healthcare District, "About", (<https://bit.ly/2A9gOOI>)

¹⁵ The Desert Review, "Calexico approves agreement with Heffernan Healthcare District to fund emergency medical services" (January 10, 2018) (<https://bit.ly/2Oo8Eug>)

¹⁶ Alliance Healthcare Foundation, "Heffernan Memorial Healthcare District" (<https://bit.ly/2CIRe58>)

¹⁷ The Desert Review, "Calexico approves agreement with Heffernan Healthcare District to fund emergency medical services" (January 10, 2018) (<https://bit.ly/2Oo8Eug>)

¹⁸Imperial County Public Health Department, Community Health Assessment & Community Health Improvement Plan 2017 – 2021 (<https://bit.ly/2NEpEHm>) Page 40

County residents' improve health. The discussion below summarizes Imperial County trends with respect to a select number of key health indicators. Where possible, Imperial County is compared against other areas, including rural counties in Central California.

ANNUAL AVERAGE NUMBER OF LOW BIRTH-WEIGHT BABIES

Of all the live births in Imperial County in any given year, on average 180 births a year involve low birth-weight babies (Table A-46). The most recent data in a 2018 California Department of Public Health report indicates that, over the 3-year 2014-2016 period, there were on average 179 low birth-weight new-born babies a year, which is 5.7 percent of all live births. At 5.7 percent of all births, Imperial County's low birth-weight baby rate is better than the 6.8 percent national goal set by federal Center for Disease Control and Prevention (CDC). Since the early 2000s, Imperial County has consistently exhibited better rates of low birth-weight new-born babies than California as a whole.

ANNUAL AVERAGE NUMBER OF BIRTHS BY TEEN-AGE MOTHERS

According to the 2018 California Department of Public Health's "County Health Profile," over the 3-year 2014-2016 period, there were on average 260 births a year delivered by teen mothers (Table A-47). At 260 births, the rate of births by teen-aged mothers amounts to 37.6 births per 1,000 teen-aged women. The CDC has not established a national goal with respect to the number of births per 1,000 teen-age women. However, Imperial County's 2014-2016 rate is slightly more than two times that of California as a whole (17.6 per 1,000), and somewhat higher than many of the comparison rural counties (Fresno, Kings, Tulare, and Kern). While Imperial County exhibits high numbers and rates of teen pregnancies, it is a declining trend, going from a rate of 57.2 per 1,000 for the 2004-2005 three-year period, to 56.5 per 1,000 for the 2009-2011 period, and to the most-recent 37.6 per 1,000 rate.

ANNUAL AVERAGE NUMBER OF TUBERCULOSIS CASES

According to a 2018 "County Health Profile," which is an annual report issued by the California Department of Public Health, there were on average 37 tuberculosis cases a year over the 3-year 2014-2016 period (Table A-48). This amounts to 20.1 cases per 100,000 people, which is significantly higher than federal, state, and comparison county rates. Imperial County has consistently posted high rates of tuberculosis since the early 2000s.

ANNUAL PERCENT OF ADULTS WITH ASTHMA

According to the UCLA Health Policy Institute, 8.5 percent of all adults have asthma, which is slightly higher than the 8.3 percent statewide rate (Table A-49). Other rural comparison counties have higher rates of adult asthma. In the most extreme example, almost 16 percent of all adults in Kings County have asthma.

SUMMARY OF 2014-2016 ANNUAL AVERAGE NUMBER OF DEATHS BY LEADING CAUSES OF DEATHS

In a peer-reviewed article summarizing national trends with respect to leading causes of deaths, Hannah Nichols found that nearly 75 percent of all deaths in the United States are attributable to ten causes, with the top three of the leading causes of death accounting for

over 50 percent of all deaths.¹⁹ The ten leading causes of death in the nation are heart disease, cancer, chronic lower respiratory disease, accidents, stroke (cerebrovascular diseases), Alzheimer's disease, diabetes, influenza and pneumonia, kidney disease, and suicide. The on-set of some of these causes of deaths can be delayed or perhaps even prevented through diet, exercise and life-style choices.

Table 1 below includes data for Imperial County and various comparison areas on six of the ten leading causes of death (more detailed data may be found in Tables A-50 to A-55). Data comes from the 2018 edition of "County Health Profile," which is annually issued by the California Department of Public Health. In other tables in the appendix, we also track trends over time for each of the six causes of death, covering three three-year periods (2004-2006, 2009-2011, and 2014-2016). In addition to the average annual number of deaths over the 2014-2016 period, the table includes deaths per 100,000 people, which the California Department of Public Health calculated on an age-adjusted basis.

Observations for the 2014-2016 period from the table above include the following:

- There were on average 60 deaths a year due to diabetes, which amounts to 33.6 deaths per 100,000 people. The rate of diabetes-related deaths is significantly higher than rates for state and nearby comparison counties of Riverside and San Diego. Interestingly, the highly urbanized San Bernardino county exhibits a rate that is as high as Imperial County's rate. Imperial County's rate of 33.6 diabetes-related deaths per 100,000 people is higher than most rates of comparison rural counties, except Kern County (36.1 per 100,000).
- There were on average 214 deaths a year due to cancer, which amounts to 120.1 deaths per 100,000 people. The age-adjusted rate of cancer-related deaths is considerably lower state and national rates, as well as all urban and rural comparison counties.
- There were on average 155 deaths a year due to heart disease, which amounts to 86.9 deaths per 100,000 people. The age-adjusted rate of heart disease-related deaths is considerably lower the national goal of 103.4 and slightly below the statewide rate of 89.1. Compared to the other counties, only San Diego County exhibited a better rate than Imperial County at 81.2 heart disease-related deaths per 100,000.

Table 1. Summary of 2014-2016 Annual Average Number of Deaths by Leading Causes of Deaths

Jurisdiction	Diabetes	Cancer	Heart Disease	Stroke	Chronic Lower Respiratory Diseases	Accidents
California	8,696	58,931	37,659	14,753	13,312	12,368

¹⁹Hannah Nichols, "The top 10 leading causes of death in the United States" Medical News Today [February 23, 2017] (<http://archive.is/6aQRp>)

Jurisdiction	Diabetes	Cancer	Heart Disease	Stroke	Chronic Lower Respiratory Diseases	Accidents
Imperial County	60	214	155	51	38	76
Riverside County	487	3,679	2,650	857	1,032	846
San Bernardino County	620	2,959	1,839	699	901	555
San Diego County	679	5,011	2,908	1,229	1,007	1,078
Fresno County	238	1,280	977	397	297	406
Kern County	263	1,153	952	259	389	446
Kings County	28	182	105	38	46	51
Tulare County	108	564	472	159	158	167
Deaths per 100,000 People: Age-Adjusted						
Nat'l Goal	---	161.4	103.4	35.3	---	36.4
California	20.7	140.2	89.1	34.8	34.1	30.3
Imperial County	33.6	120.1	86.9	28.5	20.5	42.5
Riverside County	19.3	146.2	104.6	34.2	44.3	35.7
San Bernardino County	33.2	157.6	106.5	40.5	42.3	27.5
San Diego County	19.3	142.8	81.2	34.3	30.7	31.2
Fresno County	26.4	141.9	108.1	44.7	30.4	43.8
Kern County	36.1	153.4	132.6	36.8	44.0	54.0
Kings County	24.7	152.2	91.6	34.1	30.7	38.6
Tulare County	26.5	138.4	120.5	40.9	34.0	39.8
Source: ADE, Inc. based on State of California, Dept. of Public Health, County Health Profiles (multiple years: 2008, 2013, and 2018). *Note: CAGR = compound annual growth rate.						

- There were on average 51 deaths a year due to stroke, which amounts to 28.5 deaths per 100,000 people. The age-adjusted rate of stroked-related deaths is somewhat lower than state and national rates, though this was not the case during the 2009-2011 three-year period.
- There were on average 38 deaths a year due to chronic lower respiratory diseases (asthma, bronchitis, emphysema, etc.), which amounts to 20.5 deaths per 100,000 people. The age-adjusted rate of deaths due to chronic lower respiratory diseases is considerably lower than the statewide rate of 34.1 deaths per 100,000, as well as considerably lower than rates exhibited by the comparison counties. Imperial County also exhibited lower rates on age-adjusted basis relative to the comparison areas over the 2004-2006 and 2009-2011 periods.
- There were on average 76 deaths a year due to accidents, which amounts to 42.5 deaths per 100,000 people. The age-adjusted rate of deaths due to accidents is considerably above the statewide rate of 30.3 deaths per 100,000 and somewhat above the national goal of 36.4 deaths per 100,000. Imperial County also exhibited higher age-adjusted rates of deaths due to accidents than almost all other comparison

counties, except Fresno County (43.8 deaths per 100,000 people) Kern County (54.0 deaths per 100,000 people).

EMPLOYMENT AND INDUSTRY TRENDS

This section summarizes the recent employment trends by industry sector and industry cluster. In general, Imperial County has had good overall job growth that has been led by a small group of key industries. The county employment base is largely driven by agriculture, distribution, and public sector activity, with strong growth in health care and hospitality.

The employment data and projections used in this section come from Economic Modeling Specialists International, Inc. (EMSI), which uses the QCEW and Current Employment Statistics datasets issued by the Bureau of Labor Statistics (BLS), and runs them through a proprietary model that estimates the job counts for industry and occupational categories that BLS does not disclose due to confidentiality restrictions. The EMSI growth projections are derived from the California EDD Labor Market Information Division (LMID) and the National Industry-Occupation Employment Matrix (NIOEM).

EMPLOYMENT DISTRIBUTION AND CHANGE

Between 2007 and 2017, employment in Imperial County increased from 57,170 to 64,263 jobs, which comes out to a compounded annual growth rate (CAGR) of 1.2 percent (Table 2). The largest industry sectors in Imperial County are agriculture, government, retail trade, and health care. Each of these industry groups account for over 7,000 jobs.

The largest job growth occurred in health care and social assistance, which more than tripled during this time, adding 6,468 jobs for a 2017 total of 9,105 jobs (13.2 percent CAGR). Other sectors that added over 1,000 jobs between 2007 and 2017 include agriculture and government. The largest job losses occurred in manufacturing and other services, each of which lost over 1,000 jobs during this period.

According to employment projections from EMSI, Imperial County should expect to add over 10,500 jobs between 2017 and 2027 for a total of over 74,000 jobs. This represents a slight increase in the growth rate with a CAGR of 1.4 percent. Health care and government are each projected to add over 2,000 jobs through 2027. Other large sources of job growth include agriculture, transportation and warehousing, and retail trade.

Table 2: Imperial County Industry Employment Trends and Projections, 2007 to 2027

NAICS Code	Description	2007 Jobs	2017 Jobs	2027 Jobs (Projected)	2007 to 2017 Job Change	2017 to 2027 Job Change	CAGR 2007 to 2017	CAGR 2017 to 2027
11	Agriculture, Forestry, Fishing and Hunting	10,191	11,484	12,278	1,292	955	1.2%	0.7%
21	Mining, Quarrying, Oil and Gas Extraction	23	387	642	363	246	32.4%	5.2%
22	Utilities	392	413	477	21	39	0.5%	1.4%
23	Construction	1,952	1,417	1,356	(535)	(61)	-3.2%	-0.4%
31	Manufacturing	2,569	1,404	1,545	(1,165)	175	-5.9%	1.0%
42	Wholesale Trade	1,863	1,983	2,272	119	410	0.6%	1.4%
44	Retail Trade	7,462	7,945	9,117	483	1,056	0.6%	1.4%
48	Transportation and Warehousing	1,324	2,157	2,872	833	902	5.0%	2.9%
51	Information	406	318	331	(88)	39	-2.4%	0.4%
52	Finance and Insurance	918	786	859	(132)	80	-1.5%	0.9%
53	Real Estate and Rental and Leasing	525	475	516	(50)	(33)	-1.0%	0.8%
54	Professional, Scientific, Technical Services	902	781	761	(121)	33	-1.4%	-0.3%
55	Management of Companies and Enterprises	295	212	174	(82)	(56)	-3.2%	-2.0%
56	Administrative and Support and Waste Management and Remediation Services	1,521	1,518	1,597	(3)	222	0.0%	0.5%
61	Educational Services	288	163	78	(126)	(72)	-5.6%	-7.0%
62	Health Care and Social Assistance	2,638	9,105	12,471	6,468	3,529	13.2%	3.2%
71	Arts, Entertainment, and Recreation	144	209	242	65	14	3.8%	1.5%
72	Accommodation and Food Services	3,393	4,151	4,838	759	697	2.0%	1.5%
81	Other Services (ex. Public Administration)	3,683	877	945	(2,806)	132	-13.4%	0.8%
90	Government	16,663	18,296	20,359	1,633	2,101	0.9%	1.1%
99	Unclassified Industry	17	182	313	165	117	26.7%	5.6%
	Total	57,170	64,263	74,043	7,093	10,526	1.2%	1.4%

Source: ADE, Inc.; data from EMSI

Notes: CAGR refers to the compounded annual growth rate.

DEFINING ECONOMIC ROLES

Imperial County’s economy is defined by how various industries fit into the overall economy, based on their role within the economy. To assess these roles, ADE ranked the industries in Imperial County on the basis of two key economic indicators—job growth and employment concentration relative to the state. The economic roles based on these indicators fall into one of four categories, which are described as follows:

- **Growing Economic Base Industries:** These industries have shown recent job growth and have an above average employment concentration. They constitute the strength of the economy, and represent opportunities for growth in other areas such as supplier industries.
- **Emerging Industries:** These sectors have shown recent job growth, but still have a below average employment concentration. These industries represent potential future

growth opportunities because they have not yet accumulated a high concentration of employment. Industries in this category could be considered attractive business attraction targets.

- **Declining Economic Base Industries:** These industries have an above average concentration of employment, but have shown recent job losses. They represent strong industries in a region that have shown some recent vulnerability, and could be considered business retention targets.
- **Declining Non-Base Industries:** These industries have shown recent job losses and have below average employment concentration. They do not have an especially notable regional presence and do not have growth prospects as strong as the industries in the other categories.

The analysis focuses on the ten-year period between 2007 and 2017. During this time, Imperial County's employment base showed overall growth, but had several specific sectors that lost employment.

The growing economic base industries were concentrated in agriculture, mining, utilities, transportation and government (Table 3). These types of industries also comprised the core of the industry clusters that drive the regional economy. The largest individual private sector industries are support activities for agriculture, social assistance, and crop production, which each employ over 4,000 workers.

The emerging industries represent potential opportunities for economic expansion that have yet to achieve high local concentration. These emerging industries are largely concentrated in transportation, health care, amusement, hospitality, and personal services. Except for health care, these industries primarily serve logistics and tourism activity. The largest individual industries are food services and health care services, which each employ over 1,900 workers.

The only industries with above average employment concentrations that showed job losses during this period were livestock, food production and mineral product manufacturing. The losses in manufacturing reflect volatility in the food processing sector, with some individual activities showing significant losses while others show growth. It should be noted that all of the declining economic base industries currently employ less than 800 workers. So, while these industries are concentrated in Imperial County, they do not rank among the largest economic sectors.

The range of industries in Imperial County with lower concentrations of employment is fairly large, and the majority of these sectors have had recent job losses. This means that Imperial County's economy remains driven by a high concentration of very specific industries. The only individual industry with job losses and low concentration with over 1,000 workers is administrative and support services.

Table 3: Economic Roles of Imperial County Industries

<p>Declining Economic Base Industries (High Concentration, Negative Job Growth)</p> <p>112 Animal Production and Aquaculture 311 Food Manufacturing 327 Nonmetallic Mineral Product Mfg.</p>	<p>Growing Economic Base Industries (High Concentration, Positive Job Growth)</p> <p>115 Support Activities for Agriculture 111 Crop Production 212 Mining (except Oil and Gas) 213 Support Activities for Mining 221 Utilities 424 Merchant Wholesalers, Nondurable 484 Truck Transportation 562 Waste Management and Remediation 624 Social Assistance 901 Federal Government 902 State Government 903 Local Government</p>
<p>Declining Non-Base Industries (Low Concentration, Negative Job Growth)</p> <p>236 Construction of Buildings 237 Heavy Construction 238 Specialty Trade Contractors 312 Beverage Manufacturing 315 Apparel Manufacturing 323 Printing and Related Support Activities 332 Fabricated Metal Product Manufacturing 334 Computer and Electronic Product Mfg. 337 Furniture Manufacturing 339 Miscellaneous Manufacturing 423 Merchant Wholesalers, Durable Goods 425 Wholesale Electronic Markets 493 Warehousing and Storage 511 Publishing Industries (except Internet) 515 Broadcasting (except Internet) 517 Telecommunications Credit Intermediation and Related 522 Activities Securities, Commodity Contracts, and Other Financial Investments and Related 523 Activities 524 Insurance Carriers 532 Rental and Leasing Services Professional, Scientific, and Technical 541 Services Management of Companies and 551 Enterprises 561 Administrative and Support Services 611 Educational Services 622 Hospitals 623 Nursing and Residential Care Facilities 811 Repair and Maintenance 813 Civic, Professional, and Similar Org. 814 Private Households 531 Real Estate</p>	<p>Emerging Industries (Low Concentration, Positive Job Growth)</p> <p>333 Machinery Manufacturing 485 Transit and Ground Passenger Trans. 488 Support Activities for Transportation 492 Couriers and Messengers 512 Motion Picture and Sound Recording 621 Ambulatory Health Care Services 713 Amusement, Gambling, and Recreation 721 Accommodation 722 Food Services and Drinking Places 812 Personal and Laundry Services</p>

Source: ADE, Inc.; data from EMSI.

Notes: The time period referenced in the job growth trend goes from 2007 to 2017. Location quotient represents the measure of employment concentration in relation to California. Quotients above 1.0 indicate high employment concentration, as of 2017.

INDUSTRY CLUSTERS

Industry clusters are based on the assumption that interrelated groupings of industries can create spinoff activity that benefits from a region's economic specialization and concentration of particular activity. The cluster analysis looks at "traded clusters," which represent the groups of industries that serve regional and global markets, rather than local demand. Traded clusters drive wealth creation and generally have a higher value added than industries that focus on local markets.

The U.S. Cluster Mapping Project is a joint venture between Harvard Business School and the U.S. Economic Development Administration (EDA), and uses 51 standard traded cluster definitions that identify primary economic drivers for regions throughout the U.S.²⁰ For Imperial County, the Cluster Mapping Project identified the following six clusters as the leading traded clusters:²¹

- Aerospace/defense
- Agricultural inputs and services
- Distribution and electronic commerce
- Electric power generation and transmission
- Livestock
- Transportation/logistics

It should be noted that the cluster employment totals and trends shown on Table 4 do not include non-covered, military, and self-employment. Even though the aerospace/defense cluster is identified as a primary economic driver, the EMSI database did not show existing employment in those industries, largely because it does not include any of the jobs at military installations. In addition, the Mexicali region on the Mexico side of the border has a large and thriving aerospace industry with over 12,200 jobs,²² and the spinoff effects of those activities might show up in Imperial County supplier industries that are not defined as core industries in the aerospace/defense cluster.

While livestock processing has had a large job decline in jobs in recent years, there is strong prospects of recovery in this cluster in the near future. In 2015, local resident Eric Brandt purchased a shuttered livestock processing plant in hopes of re-tooling it as a "craft processor." With assistance from the Imperial County's Community Benefit Program, the IID

²⁰ Delgado, M., M.E. Porter, and S. Stern; "Defining Clusters of Related Industries"; 2014.

²¹ U.S. Cluster Mapping Project; <http://clustermapping.us/>

²² Mexicali Economic Development Corporation; <http://mexicaliindustrial.com/industries.php>

Local Entity Grant Program, private investments via the New Markets Tax Credit, and other investors, One World is now operating and employs slightly over 300 workers.²³

For all of the other leading clusters, the employment trends and projections show positive growth trends and projected growth, while the electric power and transportation/logistics clusters also show continued high employment concentration.



Bill Gates Photography

As a group, traded clusters account for over 13,400 jobs in Imperial County, or about 21 percent of the total employment, as shown in Table 1-3.²⁴ Traded clusters added less than 1,000 jobs between 2007 and 2017, while the economy as a whole added over 7,000 jobs. However, traded clusters are projected to add nearly 2,000 jobs between 2017 and 2027 and grow at the same rate as the overall job base (1.4 percent CAGR).

²³Chelsea Investment Corporation, "Well Done Beef Processing Facility Brings Jobs Back to Imperial Valley" (<https://bit.ly/2ykqSTi>); and Imperial Valley Press, "An appreciation of the Valley's biggest crop", by Kay Pricola (July 5, 2018) (<https://bit.ly/2pTv9Zy>)

²⁴ The traded clusters table excludes those clusters that have not had a presence in Imperial County or projected future employment.

The largest industry cluster is agricultural inputs and services, which comprise close to half of the traded cluster employment in Imperial County. Other large clusters with over 500 jobs include metal mining, transportation/logistics, distribution, and food processing. Each of these large clusters is projected to add jobs through 2027.

Tables A-56 to A-61 show trends in products crossing the border, much of which is associated with advanced manufacturing occurring in Mexicali. Further development of component manufacturing and logistics in Imperial County associated with this trade would be one avenue to expand cluster development within the County.

Table 4: Imperial County Industry Employment Trends and Projections, 2007 to 2027

Traded Cluster	2017 Jobs (Imperial County)	2027 Jobs (Imperial County)	2007 to 2017 Job Change	2017 to 2027 Job Change	2017 Location Quotient	2027 Projected Location Quotient	Leading County Cluster	High Current Location Quotient	High Projected Location Quotient	Positive Recent Growth	Positive Projected Growth
Aerospace Vehicles and Defense	0	0	0	0	0.00	0.00	X				
Agricultural Inputs and Services	6,775	7,059	681	284	8.11	7.19	X	X	X	X	X
Apparel	10	0	-50	-10	0.06	0.00					
Business Services	710	803	4	93	0.18	0.17				X	X
Communications	164	202	27	38	0.40	0.49				X	X
Construction Products/Services	364	308	-202	-56	1.62	1.14		X	X		
Distribution and Electronic Commerce	1,901	2,158	107	257	0.72	0.70	X			X	X
Downstream Metal Products	0	14	-17	14	0.00	0.14					X
Electric Power	367	464	235	97	5.59	6.77	X	X	X	X	X
Environmental Services	34	63	34	29	0.68	1.18			X	X	X
Financial Services	239	322	-106	83	0.29	0.34					X
Food Processing	706	911	369	205	1.10	1.28		X	X	X	X
Furniture	32	38	-57	6	0.26	0.37					X
Hospitality and Tourism	428	516	54	88	0.30	0.31				X	X
Information Technology and Analytical Instruments	15	12	-3	-3	0.01	0.01					
Insurance Services	26	49	-30	23	0.07	0.13					X
Livestock Processing	56	0	-1,049	-56	0.67	0.00	X				
Marketing, Design, and Publishing	71	110	29	39	0.08	0.10				X	X
Medical Devices	0	0	-22	0	0.00	0.00					
Metal Mining	515	825	515	310	113.94	110.73		X	X	X	X
Metalworking Technology	0	13	-48	13	0.00	0.08					X

Traded Cluster	2017 Jobs (Imperial County)	2027 Jobs (Imperial County)	2007 to 2017 Job Change	2017 to 2027 Job Change	2017 Location Quotient	2027 Projected Location Quotient	Leading County Cluster	High Current Location Quotient	High Projected Location Quotient	Positive Recent Growth	Positive Projected Growth
Nonmetal Mining	41	54	18	13	2.25	2.79		X	X	X	X
Oil and Gas	85	168	72	83	0.77	1.65			X	X	X
Production Tech/Heavy Machinery	36	69	17	33	0.18	0.33				X	X
Recreational Goods	19	27	8	8	0.21	0.37				X	X
Transportation and Logistics	833	1,219	461	386	1.37	1.71	x	X	X	X	X
Wood Products	18	16	-31	-2	0.21	0.19					
Total Jobs (All Sectors)	64,263	74,043	7,093	9,780							
Traded Cluster Jobs	13,445	15,420	859	1,975							

Source: ADE, Inc.; data from EMSI and U.S. Cluster Mapping Project

Notes: The job statistics include covered employment, and exclude some sectors, such as military. Location quotient represents a measure of employment concentration in relation to California. Leading county clusters include those clusters designated as such by the U.S. Cluster Mapping Project. Clusters with no current or recent presence in Imperial County and no projected employment growth or designation as a leading cluster are not included in this table. Quotients above 1.0 indicate above average employment concentration.

As noted above, the industry clusters identified in the analysis above are derived from the US Cluster Mapping Project, which the EDA developed in partnership with the Harvard Business School's Institute for Strategy and Competitiveness.²⁵ For purposes of analysis, this report employs the same industry cluster names per the US Cluster Mapping Project, as well as the same set of industries that comprise each industry cluster. It is important to note that a number of entities in Imperial County are also interested in and have developed strategies with respect to industry clusters. Below are the names of industry clusters of various Imperial County organizations. The clusters are arranged alphabetically. Each column in the table below is meant to be separate and independent of other columns, meaning that information in the same row but different columns do not correspond to each other.

2018 IMPERIAL COUNTY CEDS LEADING CLUSTERS	PRIOR IMPERIAL COUNTY CEDS CLUSTERS	IMPEIAL COUNTY WORKFORCE DEVELOPMENT BOARD	IMPERIAL VALLEY ECONOMIC DEVELOPMENT CORPORATION
Aerospace Vehicles and Defense	Agribusiness	Advanced Manufacturing	Aerospace
Agricultural Inputs and Services	Energy Generation \ Wind \ Geothermal \ Solar	Agriculture	Agribusiness
Distribution and Electronic Commerce	Medical and medical Support	Energy and Advanced Transportation	Biotechnology
Electric Power Generation and Transmission	Energy Generation \ Wind \ Geothermal \ Solar	Government	BPO and Contact Centers
Livestock Processing	Specialized Manufacturing \ Assembly	Healthcare and Social Assistance	Construction Materials
Transportation and Logistics	Tourism	Leisure and Hospitality	Data Centers
	Warehouse \ Distribution \ Transportation	Professional and Business Services	International Trade and Logistics
		Trade \ Retail Trade	Manufacturing
			Renewable Energy

RETAIL ANALYSIS

We have updated the recent county retail analysis to add growth in households since 2015 as well as changes in sales levels by store type. The updated countywide analysis is shown in Table 5 below. We estimate households in Imperial County have a purchasing power of \$853

²⁵ US Department of Commerce, "Data Driving Development: EDA Releases New Cluster Mapping Tool to Help Spur Regional Economic Growth ", June 13, 2014 (<https://bit.ly/2CfNyH4>)

million, not all of which is necessarily spent in Imperial County. Tourism generates another \$235 million in retail demand, making the total retail market in Imperial County about \$1.1 billion. This does not count business to business retail demand. While there is some leakage in the restaurant category, the County achieves twice the sales that would be expected from this local demand, or about \$2.2 billion per year. The “excess capture” of about \$1.2 billion likely comes from Mexican shoppers crossing the border. This figure is fairly consistent with the 2005 estimate by University of Texas researchers, who estimated about \$1 billion in economic benefit from Mexican visitors.²⁶ However, it is also likely the total extent of this market is much greater and therefore represents a significant economic development opportunity for Imperial County.

Table 5: Imperial County Retail Demand and Sales, 2017 (\$Millions)

Store Type Category	Households in Imperial County	Visitors to Imperial County	Total US Demand: Imperial County	Info USA Sales: Imperial County Retail Sales		Excess Capture
				Imperial County	Leakage	
Total	\$853.5	\$235.1	\$1,088.6	\$2,231.8	\$38,541,309	\$1,181.7
Apparel Store Group	\$53.3	\$9.3	\$62.6	\$119.0	---	\$56.4
General Merchandise Group	\$131.4	\$22.0	\$153.4	\$714.8	---	\$561.5
Specialty Retail Group	\$37.0	\$13.7	\$50.7	\$79.7	---	\$28.9
Food, Eating and Drinking Group	\$296.2	\$144.1	\$440.3	\$526.4	\$38,541,309	\$124.76
Grocery Stores	\$185.8	\$44.4	\$230.2	\$354.9	---	\$124.7
Eating Places	\$110.4	\$99.7	\$210.1	\$171.5	\$38,541,309	---
Building Materials/ Homefurnishings	\$58.0	\$0	\$58.0	\$430.0	\$0	\$372.0
Home furnishings and appliances	\$29.8	\$0	\$29.8	\$141.4	---	\$111.6
Building materials, etc.	\$28.2	\$0	\$28.2	\$288.6	---	\$260.
Automotive Group	\$277.6	\$46.0	\$323.6	\$361.8	\$0	\$38.2
New Cars & RVs, etc.	\$141.0	\$0	\$141.0	\$155.7	---	\$14.7
Gasoline Service Stations	\$136.6	\$46.0	\$182.6	\$206.1	---	\$23.5

Source: ADE, Inc.

²⁶ Suad Ghadda and Cynthia Brown, University of Texas-Pan American, Center for Border Economic Studies, "The Economic Impact of Mexican Visitors Along the U.S.-Mexico Border: A Research Synthesis" (2005), page 7.

ECONOMIC RESILIENCE

This section of the CEDS discusses ways in which officials in the public and private sectors have embraced “resilience” as a framework for planning Imperial County, particularly in the face of natural and/or man-made shocks to the region's economy and quality of life. First, this section summarizes steps taken by officials to diversify the economy. Then, this section discusses emergency management plans in place to deal with natural and/or man-made disasters.

RESILIENCE THROUGH ECONOMIC DIVERSIFICATION

Imperial County's economy is tied closely and directly to the natural environment in many ways. Key economic sectors such as agriculture, renewable energy, natural resources (lithium, sand and gravel, manganese, etc.), retail, and tourism. Whereas the first set of sectors involves extracting natural materials from the ground and air, retail and tourism involves leveraging the natural setting to attract recreational use by visitors. Even the economic sector having to do with national security is related to the natural environment, in so far as the proximity of Imperial County to the West Coast of the United States represents a strategic location relative to evolving national security challenges emanating from the Pacific Ocean. Yet, each of these six sectors (agriculture, energy, resource extraction, retail, tourism, and national security) is highly vulnerable to shocks emanating from beyond Imperial County.

- The April 2018 E. Coli outbreak attributed to lettuce growers around Yuma, Arizona has affected growers to some extent in Imperial County.
- The price of natural resources extracted from the earth fluctuate daily on the world market, resulting in possible shuttering of operations and loss of jobs on a moment's notice.
- A significant part of retail spending in Imperial County is attributable to Mexicali day-shoppers, the steady flow of whom can be affected by decisions made in the nation's capital.
- Similarly, the continuing presence of Naval Air Facility, El Centro is also tied to decisions made in Washington D.C.

In an effort to improve the resilience of these leading economic sectors in the face of any kinds of potential shocks, Imperial County officials have attempted to build-on and diversify these critical parts to the county's economy. Indeed, Goal No.1 in this CEDS is to diversify the county economy. The following are select examples of ways officials are seeking to diversify the economy with resilience in mind.

ECONOMIC DIVERSIFICATION THROUGH FOREIGN TRADE

Given its proximity to nearby Mexico, Imperial County is fortunate to have a number of economic development programs and entities, which through their respective niches, help improve the global competitiveness of businesses operating in Imperial County. These programs and entities are the Foreign Trade Zone program managed by the County, the Cali Baja Bi-National Mega-Region (Mega Region Initiative), Imperial-Mexicali Bi-National Alliance (IMBA), and the FourFront initiative.

FOREIGN TRADE ZONE DESIGNATION

The County is designated as Foreign Trade Zone (FTZ) #257 and offers a flexible location designation that makes most areas of the County eligible to benefit from FTZ status. City and County officials entered into a joint powers agreement to create the Imperial Valley Foreign Trade Zone 257 to "expedite and encourage foreign commerce" in the United States for geographical areas, in or adjacent to Customs Ports of Entry.²⁷ In Spring 2017, the US Foreign Trade Zone Board approved a request made by the Imperial Valley FTZ 257 JPA to allow the FTZ to re-organize under the Alternative Site Framework (ASF). The new ASF designation will allow Imperial Valley FTZ 257 officials to quickly respond to private sector requests to designate new FTZ areas within the service area, with the possibility of designating up to 2,000 acres in the future.

CALI BAJA BI-NATIONAL MEGA-REGION INITIATIVE

The Cali Baja Bi-National Mega-Region (Mega Region Initiative) is an intermediary that coordinates US- and Mexico-based economic development organizations, so as to foster in a coordinated manner long-term economic development strategies that promote the global competitiveness of Mega Region Initiative partners and San Diego County, Imperial County, and Baja California in Mexico in general.²⁸ Among the services it offers, staff at the Mega Region Initiative can assist Imperial County businesses in implementing strategies to access markets in the Mexicali region, as well as offer advice to businesses interested in accessing (but not yet ready to access) markets in nearby Mexico. In the coming years, the Mega Region Initiative plans to focus partners' attention on strategies that improve the integration of Mexico-Imperial County (and Mexico-San Diego County) industrial supply chains.

IMPERIAL-MEXICALI BI-NATIONAL ALLIANCE

The Imperial-Mexicali Bi-National Alliance (IMBA) is a forum where public and private economic development organizations on both sides of the border separating Imperial County, USA and Mexicali, Mexico, as well as public entities that facilitate economic development (such as the Imperial County Transportation Commission), address matters pertaining specifically to border infrastructure and larger environmental and economic trends that can influence

²⁷ Imperial County, Community and Economic Development Department, "Imperial Valley Foreign Trade Zone 257" (<https://bit.ly/2yu3HoU> and <https://bit.ly/2A3SFZu>)

²⁸ Cali Baja Bi-National Mega-Region, "About Us", (<https://bit.ly/2IONyu3>)

cross-border trade.²⁹ Staff at the IMBA is collaborating with the IVEDC in implementing efforts to market and position both the Imperial County and Mexicali regions.

FOURFRONT INITIATIVE

A new FourFront initiative has been launched between Mexicali, San Luis Rio Colorado, Yuma County (Arizona), and Imperial County focusing on economic development, public safety, environmental protection, and tourism development.

RENEWABLE ENERGY

Imperial County is a national leader when it comes to development of renewable energy sources. In an effort to further diversify and develop various kinds of renewable energy in Imperial County, County officials updated the County General Plan to include a revamped “Renewable Energy and Transmission Element.” Goals and policies identified in the new Element are aligned with goals and policies in the other chapters of the updated General Plan, lessening conflicts between renewable energy and other land uses, where the former uses are allowed. Moreover, adoption of the new element removes previously existing barriers to renewable energy projects, and lessens the number of reports required when a new development company seeks zoning changes in pursuit of renewable energy projects.³⁰



Imperial Irrigation District

County officials designed the Renewable Energy and Transmission Element to provide guidance and approaches with respect to the future siting of renewable energy projects and electrical transmission lines in the County. Officials intended to take into account both the expansion of new types of renewable energy projects and the potential and probable growth

²⁹ Imperial County Transportation Commission, “Imperial-Mexicali Binational Alliance” (<https://bit.ly/2QGkRY4>)

³⁰ El Centro Chamber of Commerce and Visitors Bureau, “Geothermal/alternative energy transmission element in Imperial County’s general Plan to be updated” (October, 2013) (<https://bit.ly/2JwRGDH>)

of major transmission facilities anticipated to occur in Imperial County. New transmission lines will be needed to accommodate increased demand for power delivery due to both local and regional demand, system delivery requirements in southern California's service area, the need to improve overall system reliability and to support the development of expanded renewable energy power production and exportation.³¹ To underscore the diversification of renewable sources of energy underway in Imperial County, in 2012, solar amounted to one percent of total megawatts of electricity generated by plants in Imperial County (or 13 MW out of a total of 1,329 MW). Within five years, solar amounted to 44 percent of total megawatts, or 1,239 megawatts out of a total of 2,818 megawatts. Over the same period, geothermal went from 43 percent to 25 percent of total megawatts.

In addition, the acceptance of the revised State Water Board Order WRO 2003-0013 in November 2017, by the State Water Resources Control Board will help to stimulate additional development of geothermal energy production capacity at the Salton Sea.

TOURISM

Imperial County is unique in that its tourism economy rests on strong day- and seasonal-visitors. Over the five-year 2013-2017 period, on average 20.8 million persons a year crossed by foot or car into the United States from the three US-Mexico Ports of Entry, with the bulk travelling through Calexico West P.O.E.³² Mexican citizens living in Mexico who have obtained what is called a Border Crossing Card ("B1" [business visitor] or "B2" [tourist]) from the US Customs and Border Protection can temporarily enter the United States, though once in California temporary visitors must remain within 25 miles of the US-Mexican border and can stay no longer than 30 days per visit.³³ To be eligible for a "B1" or "B2" Visitor Visa, Mexican nationals must have significant ties to Mexico, such as owning property or a business, and have the financial resources to pay for the visit.³⁴ Ghadda and Brown estimate that visitors from Mexicali spend \$1.3 billion on retail goods and services in Imperial County.³⁵

³¹ Imperial County, Planning and Development Services Department, "Renewable Energy and Transmission Element", page 1.

³² US DOT, Bureau of Transportation Statistics, "Broder Crossing/Entry Data" (multiple years)

³³ US Customs and Border Control (<https://bit.ly/2xXCxcY>)

³⁴ Nolo Press, "How to Obtain and Use a Border Crossing Card" (<https://bit.ly/2kWCTHt>)

³⁵ Suad Ghadda and Cynthia Brown, University of Texas-Pan American, Center for Border Economic Studies, "The Economic Impact of Mexican Visitors Along the U.S.-Mexico Border: A Research Synthesis" (2005), page 7



Bill Gates Photography

In addition to visitors from nearby Mexicali, Imperial County attracts long-term, seasonal vacationers from as far away as Canada. Most of these “snowbirds” arrive at various RV campgrounds across the County starting in mid-October and stay until mid-April the following year. According to Dean Runyan Associates, visitors staying at Imperial County campgrounds spent \$122.4 million in 2016 in the County, out of a total of \$347.6 million for visitors staying at all types of lodging. At \$99.7 million, visitor-spending was mostly at dining places, followed by \$63.3 million for the cost of accommodations. Arts and recreation (\$49.1 million), gasoline (\$46.0 million), retail sales (\$45.0 million), and food stores (\$44.4 million) rounded-out the balance of visitors’ spending in Imperial County in 2016.³⁶

To underscore its commitment to the tourist sector, in December 2015, the Imperial County Board of Supervisors adopted a 5-year Strategic Plan, the first two goals of which highlighted tourism within their respective objectives. As one of the seven objectives within Strategic Plan “Goal 1: Identify/Image”, officials committed to exploring and enhancing tourism activities that focus on the unique attributes of Imperial County. To this end, the County is coordinating with Chambers of Commerce and local agencies in implementing joint tourism promotional

³⁶ Dean Runyan Associates, “California Travel Impacts by County, 1992-2016” (an annual study for the Governor’s Office of Business Development and Joint Marketing Venture for Visit California), page 70

events.³⁷ Local officials in Calexico have been working with the private sector to expand quality retail aimed at attracting even more shoppers from nearby Mexicali, having taken steps in early 2017 to start Phase Two of the successful Gran Plaza Outlets project that opened in 2013.³⁸ Phase Two includes 1.1 million square feet of retail, which will be on top of the 287,000 square feet built as part of Phase One completed in 2013.

In addition, Phase 1 of the planned improvements to the Calexico West POE were completed in September 2018 at a cost of \$98 million. Phase 1 construction completed 10 new northbound primary inspection lanes with a secondary inspection canopies, booths and inspection equipment; a new Head House (operations building and office space); five new Southbound lanes; a new southbound bridge over the New River to Mexico; and, the City of Calexico is in construction (FY 2018/2019) to widen Cesar Chavez Blvd. to five lanes (Cost of \$9 million) that will provide improved local vehicle access to the Phase 1 POE site. Cesar Chavez Blvd. construction is scheduled for completion in June 2019. Phase 2 is planned to further expand the throughput of the POE at an estimated cost of \$275 million. In February 2019, Congress and President Trump authorized \$191 million toward completion of Phase 2. The focus of \$191 million or Phase 2A will complete construction of six additional northbound primary inspection lanes with associated secondary inspection area, equipment and canopies; five southbound vehicle lanes; a new Administration Building; and parking structure for federal personnel. The unfunded Phase 2B is estimated at \$84 million that will create temporary pedestrian inspection facilities and construction of all new pedestrian area with new primary northbound booths and equipment that will more than double the pedestrian inspection capacity.³⁹

RESILIENCE THROUGH EMERGENCY MANAGEMENT PLANNING

Imperial County is at risk of experiencing a broad range of natural and man-made hazards and threats, in large part because of its topography, urban-rural mix, and growing permanent, transient, and recreational populations.⁴⁰ Compounding matters, Imperial County is in one of the most earthquake-prone areas in the United States. Branches of the San Andreas Fault form the eastern boundary of the County, while the San Jacinto-Coyote Creek and Elsinore-Laguna Salada Faults form the western boundary.⁴¹ After Los Angeles County (six), Imperial

³⁷ Imperial County, "Imperial County 2020 Strategic Plan" page 8.

³⁸ KYMA News, "City council defers nearly half a million dollars for Gran Plaza Outlets" (December 29, 2016) <https://bit.ly/2sJrQ8M>

³⁹ Imperial County Transportation Commission. (Also: KYMA News, "CBP operation to effectively process more than 4.3 million vehicles" [September 11, 2018] <https://bit.ly/2TONHrK>)

⁴⁰ Imperial County, Office of Emergency Services, Multi-Jurisdiction Hazard Mitigation Plan, page 91

⁴¹ Imperial County. General Plan: Seismic and Public Safety Element, page 3

County had the highest number (three) of federal and state earthquake disaster declarations in the State of California in the sixty years prior to 2010.⁴²

The Imperial County Office of Emergency Services (OES) provides emergency management services for the County/Operational Area including its seven cities/towns and special districts. OES coordinates emergency operations activities among all the various local jurisdictions and develops written guidelines for emergency preparedness, response, recovery and mitigation to natural / man-made disasters, and technological disasters. OES is mandated by the California Emergency Services Act (Chapter 7, Division 1, Title 2 of Government Code) to serve as the liaison between the State and all the local government political subdivisions comprising Imperial County.

In an effort to improve emergency preparedness, in 2013 the OES worked with stakeholders throughout the County to prepare and ultimately adopt the “Imperial County Multi-Jurisdiction Hazard Mitigation Plan Update” (MJMHP 2013 Update). While federal law requires that local communities address only natural hazards, the Federal Emergency Management Agency (FEMA) recommends that local comprehensive mitigation plans address man-made and technological hazards to the extent possible. Towards that goal, the partners involved in preparing the MJMHP 2013 Update addressed an expansive set of hazards.⁴³

In adopting the MJMHP 2013 Update, the County, local jurisdiction, and other entities, such as the Imperial Irrigation District and all of the school districts in the County, have agreed to the same goals, objectives and programs with respect to preparing for and responding to natural or man-made disasters. Recognizing that jurisdictions will have their own unique set of challenges with respect to disaster preparedness and planning, the MJMHP 2013 Update identifies hazard mitigation programs in a comprehensive manner, easily allowing stakeholders to see how their colleagues identify hazards, as well as the various planning and enforcement tools to prepare for and deal with disasters (such as building codes and programs for expedient retrofitting and rehabilitation of weak structures to reduce the scope of an earthquake disaster). In identifying stakeholders’ responses to hazards, the MJMHP 2013 Update addresses matters on a hazard-by-hazard basis, starting first with earthquakes, followed by flooding, extreme weather, wildfire, dam failure, infestation, hazardous materials, naturally-occurring biological threats, and terrorism.

The benefits of developing a multi-jurisdictional plan are: improved communication and coordination among jurisdictions and other regional entities; comprehensive mitigation approaches to reduce risks affecting multiple jurisdictions; publication of action plans on a jurisdiction-by-jurisdiction basis showing how each jurisdiction prioritizes and plans for mitigating hazards; possible resource- and cost-sharing that increase efficiency and reduce

⁴² Imperial County, Office of Emergency Services, Multi-Jurisdiction Hazard Mitigation Plan, page 101

⁴³ Imperial County, Office of Emergency Services, Multi-Jurisdiction Hazard Mitigation Plan, page 2

duplication of efforts; and clear organizational structure assigning responsibilities among jurisdictions.⁴⁴

⁴⁴ Imperial County, Office of Emergency Services, Multi-Jurisdiction Hazard Mitigation Plan, page 279-307

SWOT ANALYSIS

Analysis of indicators in the Economic Summary above (along with community input through the OEDC and CEDS Committee) have identified a number of strengths, weaknesses, opportunities and threats for economic development in Imperial County. These topics are discussed below in two sections, the first presenting key strengths and opportunities that the County offers that may be expanded or leveraged to increase and diversify job development in the County. The second section identifies issue areas the county and its economic development and planning partners continue to address in order to improve the economic development landscape in the County.

STRATEGIC ASSETS AND OPPORTUNITIES

Binational Trade/Foreign Trade Zone. Strategically located at the U.S. Mexico border in proximity to Mexican maquiladoras in Mexicali, Imperial County offers a tremendous opportunity for international trade. The two Ports of Entry (POE) in and near Calexico support cross border product shipments totaling \$16.1 billion in 2017, of which \$10.6 billion are advanced manufacturing products (See Tables A-56 to A-61).⁴⁵ The County also has a third POE serving the eastern Imperial County and Yuma, Arizona areas. In addition, an estimated \$1 billion in consumer retail expenditures come from Mexico annually.

City and County officials entered into a joint powers agreement to create the "Imperial Valley Foreign Trade Zone 257" to "expedite and encourage foreign commerce" in the United States for geographical areas, in or adjacent to Customs Ports of Entry. Foreign Trade Zone areas are located in and around the cities of Brawley, Calexico, Calipatria, Imperial, and El Centro, as well as in unincorporated areas east of Calexico along Route 7.

In Spring 2017, the US Foreign Trade Zone Board approved a request made by the "Imperial Valley FTZ 257" JPA to allow the FTZ to re-organize under the "Alternative Site Framework" (ASF). The new ASF designation will allow "Imperial Valley FTZ 257" officials to quickly respond to private sector requests to designate new FTZ areas within the "Imperial Valley FTZ 257" service area, with the possibility of designating up to 2,000 acres in the future. Recognizing the benefits of the ASF status, Calipatria is seeking to update the tentative map for the 96-acre area near an airport that also contains this city's FTZ, so as to broaden allowable types of economic activity.

Merchandise of every description may be held in the Zone without being subject to Customs duties and other ad valorem taxes. A key benefit of the FTZ is relief from "inverted tariffs", which occurs when the duty rate for an overall finished good is lower than the duty rate of

⁴⁵ US Department of Transportation, Bureau of Transportation Statistics (TransBorder Freight Data: Port and Commodity Data Query)[<https://bit.ly/2wLmn5Q>]

component parts. This relief incentivizes manufacturers that utilize imported materials to locate in FTZ. Other FTZ benefits include: duty exemption on re-exports; duty elimination on waste, scrap, and yield loss; and duty deferral. These types of tariff and tax reliefs are designed to lower the operation costs and enhance cost-competitiveness for U.S.-based companies engaged in international trade.

In addition to the FTZ, Imperial County offers strong governmental coordination through the Cali Baja Bi-National Mega-Region (Mega Region Initiative), which was founded in 2008 and officially incorporated in 2011.⁴⁶ The Mega-Region Initiative is an intermediary that coordinates US- and Mexico-based economic development organizations, so as to foster long-term economic development strategies that promote the global competitiveness of Mega Region Initiative partners and San Diego County, Imperial County, and Baja California in Mexico in general.). Another key economic development organization is the Imperial-Mexicali Binational Alliance (IMBA), which was established in 2013, via a Memorandum of Understanding involving the Imperial County Transportation Commission (ICTC), Imperial Valley Economic Development Corporation (IVEDC) and many economic development organizations based in Mexicali, Mexico.⁴⁷ The IMBA is an advisory entity in which IMBA partners work together particularly on issues pertaining to logistics and international crossings, economic development, and environmental issues. In addition to IMBA and the Mega Region Initiative, a new FourFront initiative has been launched recently between Mexicali, San Luis Rio Colorado, Yuma County (Arizona), and Imperial County. This new initiative focuses on economic development, public safety, environmental protection, and tourism development. All of the programs and initiatives described above help Imperial County achieve its goals with regard to international trade, especially in the areas of advanced manufacturing, logistics and transportation, and retail trade.

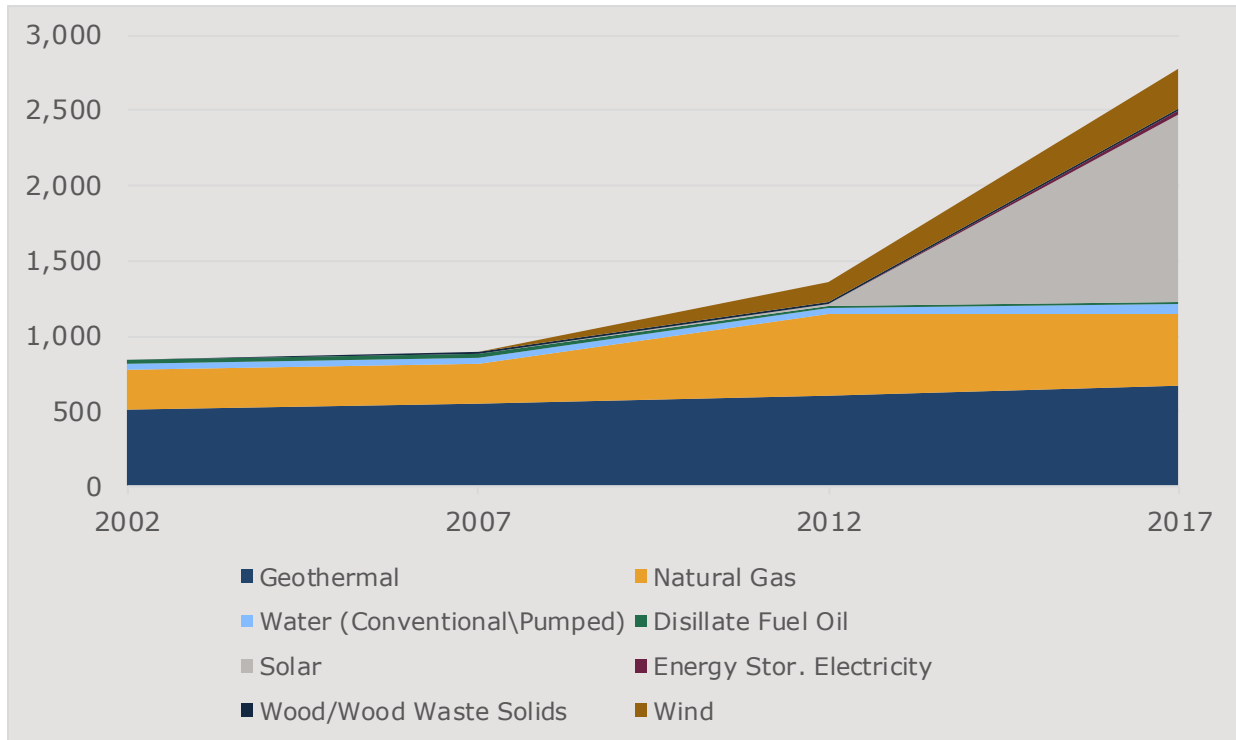
Renewable Energy Production/ Broadband Expansion. Imperial County is leader in California in the production of renewable energy, with a current capacity of 2,818 MW. Since 2012, the annual growth rate in total electricity production has been 15 percent, driven mainly by growth in solar facilities and natural gas power plants (Figure 7 and Table A-62). Solar, geothermal and wind energy production comprise nearly 80 percent of this portfolio, with continued expansion forecast. Geothermal is particularly important as a base load source of energy, produced 24 hours a day, which helps to maintain system voltage. Controlled Thermal Resources, in collaboration with Alger Alternative Energy, is proposing to build the largest geothermal power plan in the nation, which will also extract lithium from the salt brine processed in the plant. On a side note, solar facility operators contribute on a voluntary basis

46 Cali Baja Bi-National Mega-Region, "About Us", <https://bit.ly/2IONyU3>

47 Imperial County Transportation Commission, "Imperial-Mexicali Binational Alliance" (<https://bit.ly/2QGkRY4>); Mexicali-based entities: Consejo de Desarrollo Económico de Mexicali (CDEM), Comisión de Desarrollo Industrial de Mexicali (CDI), el Instituto Municipal de Investigación y Planeación Urbana de Mexicali (IMIP) and Secretaria de Infraestructura y Desarrollo Urbano del Estado de Baja California (SIDUE).

to what is called the Imperial County Public Benefit Program, which the Board of Supervisors established in 2012. Starting in 2016, Imperial County began disbursing funds to programs across Imperial County. Thus far, the Public Benefit Program has approximately \$5 million.⁴⁸

Figure 7: Megawatts of Power Generation Capacity by Source, Imperial County, 2002-2017



In addition, the Imperial Irrigation District (IID) has developed a state of the art energy storage facility that provides added stability and reliability to the energy network.⁴⁹ IID’s 30-megawatt, 20 MW-hour battery energy storage system provides operational support across the balancing authority. The system provides grid flexibility and increases reliability on the IID network by facilitating solar integration, frequency regulation and power balancing. In April 2017, IID used its battery to set precedent in the energy industry by demonstrating “black start” capability. The district’s battery energy storage system, one of the largest of its kind in the western U.S., successfully supplied the electricity necessary to start IID’s 44-MW combined-cycle natural gas turbine at the El Centro Generating Station.

⁴⁸Imperial Valley Press, “Supes extend hold on million program”, Nov. 14, 2017 (<https://bit.ly/2yMs6GD>)

⁴⁹Imperial Irrigation District, “News Release: IID Battery Storage Ranked No. 1” (4/26/2017) <https://bit.ly/2OjJ21J>, and T&D World, “Store, Baby, Store: Energy Storage Update: Storage will be a key enabler as we move to an ever more distributed future”, by Rick Bush (4/2/2018)(<https://bit.ly/2PsVs3E>)



Imperial Irrigation District

The County recently adopted a General Plan Amendment that allows the integration of energy storage into solar power facilities. This greatly reduces the loss of solar power production during non-peak periods.

Officials in Imperial County have begun efforts to bridge the digital divide separating the communities “with” and “without” high-speed broadband. Imperial Valley Economic Development Corporation manages the Southern Border Broadband Consortium (SBBC), which operates on a grant through the California Public Utilities Commission and includes both Imperial and San Diego Counties.⁵⁰ The SBBC is working with both public and private sector partners, as well as unserved and underserved community members, to assess the needs and gather data necessary to build out a high-speed data communications network that serves 21st century business needs.

⁵⁰Imperial County Transportation Commission, Management Committee, February 14, 2018 Agenda Packet (<https://bit.ly/2PsarLd>)

In addition to the SBBC, there is also the Imperial Valley Telecommunication Authority (ITVA). The IVTA is a "Public Joint Powers Authority" (JPA) involving all Imperial County school districts, city agencies, county agencies, Imperial Community College and San Diego State University-IVC.⁵¹ The IVTA seeks to connect participating agencies to a state-of-the-industry fiber-optic communications network, as well as provide training, IT support and plan for future growth in services. In addition to connecting public entities, the IVTA seeks to connect students in their homes through an initiative called the BorderLink project. On the private sector side, Time Warner, Charter Spectrum, and AT&T all have fiber optic infrastructure available. IVTA is dedicated to provide new technology and a community-wide system access to the Imperial Valley Public agencies, and contribute to the growth and development of the community.

With these energy and communications assets, Imperial County would be a prime location for data centers, advanced manufacturing, design firms, medical facilities and other businesses with high energy and data requirements.

Locally Owned Utility. The Imperial Irrigation District (IID) is a locally owned water and power utility which gives customers a voice over utility operations, policies and rates. IID is also a valuable community asset that contributes to the well-being of its customers in the form of protection of water rights and water conservation, balancing authority, energy resource development, energy efficiency, environmental protection and economic development. With more than 3,000 miles of canals and drains, IID is one of the largest irrigation districts in the nation. The IID Water Department is responsible for the timely operation and maintenance of the extensive open channel system, and effectively delivers its annual entitlement of 3.1 million acre-feet, less water transfer obligations, to nearly one-half million acres for agricultural, municipal and industrial use. Of the water IID transports, approximately 97 percent is used for agricultural purposes, making possible Imperial County's ranking as one of the top 10 agricultural regions nationwide. The remaining 3 percent of its water deliveries supply seven municipalities, one private water company, and two community water systems. As on-farm conservation efficiency measures are implemented, this 97 percent ratio will change.⁵²

⁵¹ The Imperial Valley Telecommunications Authority, "Welcome", (<https://bit.ly/2PplC7j>)

⁵² Imperial Irrigation District, "Water" (<https://bit.ly/2CBPmLQ>)



Imperial Irrigation District

Transportation Network. The Imperial County region possesses a wide array of transportation and infrastructure assets and is uniquely located in proximity to major production, trade, and population centers of Southern California and Arizona. For shipping and logistics, the highway system in Imperial County handles approximately 97 percent of total commodity flows across the county. There are four major north-south corridors handling freight within the county: Forrester Road, from I-8 to SR-78/86 in Westmorland; State Route 7 (SR-7) from the Calexico East Port of Entry to I-8 Freeway; SR-111 from the Calexico West Port of Entry to SR-86 in Riverside County; and SR- 86, from SR-111 to Riverside County where it connects with Interstate 10. Additionally, there are two major east-west corridors for trucks: the Interstate 8 freeway, which originates in San Diego County through Imperial County to the California/Arizona Border and eventually connecting to Interstate 10, which connects to the east coast; and SR-98 which parallels Interstate 8 through most of the southern part of the county. This system is mostly complete and consists of the SR-7 expressway, the SR-111 expressway, the SR-78/111 Brawley Bypass Expressway, and the SR-86 Expressway north of Westmorland. This system facilitates the movement of goods from the international border with Mexico through Imperial County to Coachella Valley in Riverside County with connections west to the Los Angeles and Long Beach seaports and other key distribution centers throughout California (See Tables A-63 to A-64 for traffic volume trends).

The "NAFTA Corridor" includes much of this system. On a north-to-south axis, the "NAFTA Corridor" includes all of Imperial County's SR-86 and SR-111, both of which ultimately connect with Interstate 10 near Indio (Riverside County), facilitating to and from movement of goods by truck between Los Angeles and Long Beach seaports, Imperial County, and Mexicali, Mexico.⁵³ On an east-to-west axis, the corridor includes Interstate 8, which connects Imperial County with Arizona to the east, San Diego to the west, and Mexicali, Mexico to the south (via SR-111, -98, and -86).

Since 2016, over \$500 million in funding has been designated for improvements to various segments of the Imperial County highway network and it is estimated that 8,500 jobs will be created over the next three to five years as a result of the regional highway improvement projects in Imperial County.

Imperial Valley Transit operates 11 fixed routes that cover all of the Imperial Valley seven days a week. New transit transfer stations have been completed in the cities of Brawley and El Centro. The implementation of both stations helped further enhance the town centers of each city and create future opportunities for sustainable improvements in the downtown business districts. Two additional transit transfer stations are planned in the cities of Imperial and Calexico. The City of Imperial began the design phase in 2015, and a feasibility study was completed for the Calexico Intermodal Transportation Center in 2014.

The Imperial County Airport is designated a 139 Commercial Airport, as well as the largest general aviation airport in the county. Owned and operated by the County of Imperial, the airport is centrally located within the jurisdictional boundaries of the city of Imperial along Highway 86. The Imperial County Airport provides air service for private and commercial passenger and freight transportation (Table A-65). Currently, freight is transported through the courier services of Federal Express (FedEx) and United Parcel Service (UPS). At the Imperial County Airport, there are daily scheduled airline flights, air cargo, military operations, U. S. Department of Homeland Security aircraft, as well as several business jets and private general aviation flights.

Additionally, there are four publicly owned general aviation airports located in the cities of Brawley, Calipatria, Calexico, and Holtville. The Brawley, Calipatria, and Calexico airports are for general aviation use only. The Calexico International Airport does facilitate cross-border and international passenger travel, with U.S. Customs and Border Protection (CBP) Inspection Officers that are based at the airport daily. The Holtville Airstrip is currently closed to civil aircraft operations, but has economic development potential as a future regional air cargo and passenger facility.

⁵³ Caltrans, "Transportation Concept Report: State Route 86 (District 8)" (<https://bit.ly/2NDuF39>)

Imperial County is also served by rail connections from Mexico, Riverside County, and Arizona. Commodity flows by rail account for about 3 percent of total commodity flows in the county. The Union Pacific Rail Road (UPRR) owns and operates a line originating at the Calexico West border crossing, extending north to El Centro and ultimately connecting with other UPRR tracks at Niland, heading north to Riverside County and southeast to Arizona (Sunset Line). UPRR also owns and operates the section between Plaster City and El Centro. That section is in service, and connects with other UPRR lines at El Centro. Finally, the Baja California Railroad (formerly known as Carrizo Gorge Railway) owns the rights to operate on a small section of tracks in the western portion of the county between the San Diego County line and Plaster City. This section of the rail line is currently closed for operations; however, there are potential operators and investors exploring opportunities to re-open the line for freight movement between the San Diego-Tijuana region to and through the Imperial-Mexicali region.

After six years of planning and negotiating, officials in Imperial County eagerly await the re-opening of the rail line referred to as the Desert Line, which Baja Rail began leasing from the San Diego Metropolitan Transit System (MTS) in 2017, in hopes of restoring the line so as to speed-up shipment of goods from maquiladoras in Mexicali to points through-out the United States. The project involves MTS and Mexico-based Baja Rail, which will provide the train service. When ready, the line can accommodate trains with up to 30 cars that will travel from Tecate, Mexico to Coyote Wells in Imperial County. There, cars will be assembled into 100-car trains for delivery to the Union Pacific Railroad in nearby Plaster City. To accommodate this activity, a new intermodal facility will be built in Coyote Wells by PIR. Needed repairs on the lines, including on its 17 tunnels and 57 bridges, is estimated to cost roughly \$60 million. Officials said if everything goes as planned, they expect to complete the project by 2020. The San Diego region and U.S.-Mexico binational economies lose a staggering \$6 billion annually due to long delays in getting trucks carrying freight – such as new automobiles – across the U.S. – Mexico land borders in San Diego, according to a study done by the San Diego Association of Governments. An operational Desert Line will ease congestion, reduce air pollution, promote commerce and create jobs.⁵⁴

Construction Materials/Heavy Metals. Imperial County is home to one of the largest gypsum plants in the country, which is owned by U.S. Gypsum, a company that manufactures more than half the drywall in the United States. Imperial County is also a large supplier of construction aggregate materials, including sand and gravel.

⁵⁴San Diego Union-Tribune, "Long-awaited desert rail line, touted as regional economic boom, continues to clear hurdles," by David Garrick (October 18, 2018) <https://bit.ly/2A9KGtV>; San Diego Union-Tribune, "Negotiations on rehabilitating Impossible Railroad see daylight", by Joshua Smith (January 16, 2018) (<https://bit.ly/2pMFbLH>), Trains Magazine, "US-Mexico railroad agreement reached in San Diego" (June 10, 2016)(<https://bit.ly/2RENZjs>), and San Diego Union-Tribune, "Border rail line to connect U.S., Mexico", by Joshua Stewart (June 9, 2016)(<https://bit.ly/2OI6awP>)

In addition, technologies are being developed to extract lithium from the brine produced in geothermal power wells, particularly in the Salton Sea area. In May 2018, Senator Ben Hueso (D-Imperial County) announced a \$2.5 million grant for a new geothermal project by EnergySource Minerals, LLC titled "Well to Wheels Lithium Design" located in Imperial Valley. In addition, the geothermal plant proposed by Controlled Thermal Resources, which is planned to be the largest in the nation, will also extract lithium from the brine processed through the plant. Batteries using lithium metal power most of the electronic devices and electrical cars in the country.

Military. Naval Air Facility-El Centro (NAF EC) provides combat and readiness training to active and reserve aviation units for the Navy's operating and training forces, and for other U.S. forces and allied units. The combination of a unique climate, vast unobstructed desert terrain, limited non-military air traffic, and the availability of dedicated gunnery and bomb ranges makes NAF EC an ideal environment for a wide range of training activities. NAF EC represents a stable source of economic stimulus to the surrounding region in the form of good-paying jobs, housing and retail demand, as well as local expenditures for supplies and support services. The total economic benefit to the County was estimated in 2010 to be \$105 million annually. In addition to serving as the winter home of the famous "Blue Angels" squadron, NAF EC was also the filming location of much of the popular mid-1980s Tom Cruise movie "Top Gun."

Along with proximity to nearby ranges, what makes NAF EC a unique location in terms of military preparedness is its proximity to San Diego-based naval fleet carriers with which NAF EC-based fighter pilots often train. The El Centro military facility has specialized landing areas on the main runway at NAF EC that allows fighter pilots to simulate night-time aircraft landing operations, which can be perilously difficult.⁵⁵

⁵⁵ Imperial Valley United for Joint Strike Fighter, "Why Here" (<https://bit.ly/2QEnnOq>); and Los Angeles Times, "Night Landings on Carriers Test Pilots to Limit", by George Frank (10/5/1991)(<https://bit.ly/2yh8n22>)



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Large amount of vacant, affordable land. The cities in Imperial County have zoned large tracts of land for industrial use and are actively pursuing funding for infrastructure to these sites. In addition the availability of land, there are a number of planning areas throughout Imperial County and, of these, the three below are targeted for significant economic development activity. Below are summaries of these specific plan areas.

- *Imperial Center:* The Imperial Center is a 78-acre area near unincorporated Heber that is designated as regional commercial center for specialty commercial uses, retail, and wholesale. Currently, the property consists of an Arco Gas Station, a convenience store, an event center, a retail store, and four restaurants, with future of hopes of serving as a trading platform for businesses based in the Far East interested in operating in the United States, especially to access Imperial County's locational advantage and tax incentives.⁵⁶
- *Mesquite Lake Specific Plan:* The Mesquite Lake Specific Plan area is also known as the Keystone Planning Area. Imperial County established the specific plan for 5,100 acre area in central Imperial County in the early 1990s in an effort to allow for heavy industrial development in an area that is away from urban conflicts, to spur job creation in manufacturing, fabrication, processing, wholesaling, transportation, and energy resource development. California Energy and Power is well into the permitting process to open by 2019, a sugarcane-to-ethanol and electricity production facility

⁵⁶Imperial County, Planning and Development Services, "Imperial Center" (<https://bit.ly/2pOVOqo>) PacificLand International Development, Inc. "Our Concept", (March 2017)(<https://bit.ly/2EfMxSd>) and Imperial Valley Press (May 31, 2018)(<https://bit.ly/2A5GfQQ>)

within the Keystone Planning Area. When operating, the facility will employ an estimated 400 workers.⁵⁷

- *Gateway Specific Plan:* The Gateway of the Americas Specific Plan Area ("Gateway") is comprised of 16 separate private property ownerships covering over 1,700 acres, as well as those controlled by Federal, State, and local agencies. It is located adjacent to the international boundary approximately 6 miles east of the City of Calexico. The "Gateway" is designed to support and maximize the economic benefits associated with the POE and the international commerce that it encourages. The abundance of large tracts, along with the adjacent location to the international border and the POE, make the "Gateway" a very unique area for economic development. The Gateway development area has available land for trucking and customs broker operations, warehousing, and industrial/light industrial uses. Imperial County officials recently signaled an interest in allowing industrial cannabis and hemp operations within this area.⁵⁸

Agri-business. Agriculture has historically been an important part of the County economy and opportunities exist to increase value-added food processing in the County as well as to team with the biotechnology industry growing in San Diego County. According to the most recent Crop Report for Imperial County issued in July 2018, the agricultural sector directly generated \$2.1 billion in economic value in 2017.⁵⁹ Of this amount, \$1.02 billion was generated by vegetable and melon growers (or 49 percent of the total), with livestock operations generating \$452.7 million in value (or 22 percent of the total). Interestingly, over the last five years, the economic value generated by vegetable and melon growers increased annually in inflation-adjusted dollar by 5.8 percent between 2012 and 2017, while total value dropped slightly over the same period by -0.1 percent a year. In 2012, vegetable and melon growers generated \$766.8 million in value, versus \$1.02 billion in 2017. Overall value was at \$2.08 billion (in year 2017 dollars) in 2012.

⁵⁷Imperial County, Planning and Development Services, "Mesquite Lake Specific Plan" (<https://bit.ly/2OUYH78>), California Energy and Power, "Our First Facility" (<https://bit.ly/2yg7Z42> and <https://bit.ly/2OmNGMo>), and Imperial County CEDs 2016-2017 Update, page 79

⁵⁸Imperial County, Planning and Development Services, "Gateway Specific Plan" (<https://bit.ly/2CI79km>), Imperial County CEDs 2016-2017 Update, page 86, Imperial County Board of Supervisors, <https://bit.ly/2yy2NrH>

⁵⁹Imperial County, Office of the Agricultural Commissioner, Imperial County Annual Crop Reports (Year 2013 and 2018)(<https://bit.ly/2QHRDN1> and <https://bit.ly/2ycI64X>)



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Tourism. Tourists to Imperial County generate an estimated \$347.6 million (2016) in the County and support more than 4,700 direct jobs, about 7 percent of total employment in the County. These figures do not include retail shopping that occurs by Mexicali residents. With its favorable winter climate, extensive outdoor recreation resources and easy connections to Mexico, Imperial County is a natural location for continued tourism investment. The City of El Centro is investing \$14.4 million to build a state of the art aquatic center, scheduled to be opened in August 2019.

INCENTIVES AND DESIGNATIONS

Imperial County offers a number of business incentives through partnerships with federal and state programs.

Foreign Trade Zone (FTZ). As previously described, the County is designated as Foreign Trade Zone (FTZ) #257 and offers a flexible location designation that makes most areas of the County eligible to benefit from FTZ status.

Opportunity Zones. The 2017 Tax Cuts and Jobs Act created Opportunity Zones within which federal tax savings through stepped up depreciation are available. Imperial County has seven Opportunity Zone Tracts, including large portions of the cities of El Centro, Calexico, Holtville, and Brawley, as well as unincorporated areas.

California State Programs. Many Imperial County businesses qualify for several state tax credit programs through the state of California, including the Manufacturers Sales tax Exemption, the California Competes Tax Credit Fund, and New Employment Tax Credit. This

latter program applies to former Enterprise Zone areas and eligible census tract with high poverty and unemployment, of which Imperial County has a number.

HUB Zone. The Historically Underutilized Business Zones (HUBZone) program helps small businesses in urban and rural communities gain preferential access to federal procurement opportunities. These preferences go to small businesses that obtain HUBZone certification in part by employing staff who live in a HUBZone. The company must also maintain a "principal office" in one of these specially designated areas. The federal Small Business Administration (SBA) regulates and implements the HUBZone Program.⁶⁰

New Market Tax Credits (NMTTC). This program attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions call Community Development Entities (CDEs).

EB-5 Program. The US Citizenship and Immigration Service (USCIS) administers the Immigrant Investor Program, also known as EB-5. Imperial County has three regional centers approved by USCIS to attract foreign investment for job creation. With Imperial County's unemployment rates, investors receive the preferential rate of \$500,000 per investment to access the program and receive immigration visas.

Recycling Market Development Zone (RMDZ). Established by the State of California, this program offers low interests loans for businesses operating in recycled materials markets. The Recycling Market Development Zone (RMDZ) program provides economic incentives and technical services to businesses that divert waste from California's landfills while adding jobs and revenues to the local economy. By tapping into the resources offered through the RMDZ program, you can help conserve resources and increase your bottom line at the same time.⁶¹

Imperial Valley Small Business Development Center. The Imperial Valley Small Business Development center supports economic growth, job creation, and opportunities for local investment through a core set of services. These services include confidential and no-cost one-on-one counseling, and entrepreneurship training that help move business owners from start-up to success. In 2018, the SBDC helped create 323 jobs, on top of the 196 it helped create in 2017. During the two-year 2016-2018 period, the SBDC helped clients access \$5.9 million in financing.⁶²

⁶⁰IVEDC, "Economic Incentives" (<https://bit.ly/2EdQ17z>)

⁶¹San Diego/Imperial Valley Recycling Market Development Zone, "Program Overview" (<https://bit.ly/2IO7OAS>)

⁶²Imperial Valley Small Business Development Center, "2018 Progress Report"

ADDITIONAL STRENGTHS AND OPPORTUNITIES

Imperial County offers a number of economic development assets and opportunities in addition to those highlighted above.

- Available/ trainable workforce
- Close-knit communities with growing community- based partnerships
- Positive, pro-growth rural business attitude
- Multicultural community
- Simplified development process
- Accessible local officials
- Collaboration among agencies

STRATEGIC INITIATIVES TO ADDRESS WEAKNESSES AND THREATS

Economic development efforts throughout Imperial County are focused on a number of issues:

STRATEGIC INITIATIVES TO ADDRESS WEAKNESSES

Workforce Development. Although the County experiences long term high unemployment rates, substantial efforts are underway to focus workforce training and education on key industry priorities. The ICWBD is currently updating a crucial, state-mandated strategic plan called the “Local Workforce Development Plan” (Plan), which will be finalized in early 2019. Among other things, the Plan addresses elevating workers’ technical skills in response to industry innovations and technological changes, as well as supporting job training programs that are also industry-certified. Preparing labor force with some work experience for well-paying middle-skill occupations is another part of the Plan.⁶³ The Plan also discusses the integrating of workforce development and economic development communities, pointing to efforts on the part of the ICWDB to support (among other entities) the Cali-Baja Mega Region Initiative and the IVEDC.⁶⁴

The ICWDB is also focusing its economic development effort through “Southern Border Regional Workforce Development Plan: San Diego and Imperial Counties (2017-2020)”.⁶⁵ San Diego and Imperial Counties workforce development community have a history of working together as a region. As a pre-cursor to the “Southern Border Regional Workforce Development Plan”, in 2014, a memorandum of collaboration (MOC) was signed by the ICWDB, San Diego Imperial Counties Community Colleges Regional Consortium (SDICCC), Imperial Valley Regional Occupation Program, San Diego Workforce Partnership (SDWP), and San Diego County Office of Education. The objective of this collaboration was to develop a coordinated approach to industry sector analysis, enhance regional capacity to support the

⁶³Imperial County Workforce Development Board, “Local Workforce Development Plan: 2017-2020”, PDF p. 13

⁶⁴Imperial County Workforce Development Board, “Local Workforce Development Plan: 2017-2020”, PDF p. 14

⁶⁵Imperial County Workforce Development Board, San Diego Workforce Partnership, et al, “Southern Border Regional Workforce Development Plan: San Diego and Imperial Counties (2017-2020), PDF p. 2

growth and expansion of priority and emergent sectors, create regional systems of data collection, knowledge development and action planning, and develop and enhance career pathway training programs. Stakeholder involved in generating the "Southern Board Regional Workforce Development Plan" identified economic development as their leading priority. The first strategic priority of the regional plan involves supporting 18 sectors that drive regional economic growth, with a focus on "advanced transportation\clean energy", "advanced manufacturing", "health", and "information and communication technologies." The second priority involves creating a work-based learning tool (especially for very young workers) with industry involvement.

In addition to the ICWDB and its various economic development initiatives, the County educational system benefits from the presence of both Imperial Valley College and San Diego State University – I.V. Campus, as well as other public and private educational/training entities such as the University of Phoenix and the Imperial Valley Regional Occupational Program (IVROP).

The Imperial Valley College is another key workforce development entity in the county. The State of California is providing additional resources to IVC through the Strong Workforce Program to assist community colleges in developing and/or enhancing career education programs throughout the State. Imperial Valley College (IVC) receives close to a million dollars annually as supplemental funding for this purpose. Strong Workforce funds have allowed IVC to create new programs in the areas of Electronics, Diesel and Heavy Equipment, Gerontology, and Electronic System Technician. Existing programs in the areas of Automotive Technology, HVAC, Welding, Public Safety, and Nursing were upgraded with new equipment to enhance instruction. IVC is also restructuring many of their Career Education (CE) programs as "fast-track" to allow students to complete their technical education in one year. As an example, the IVC Welding program was restructured from a 2 year program to 11 months. All CE programs also include the appropriate industry certifications in addition to the College's certifications.

Imperial Valley College is prepared to work with new and existing industries to provide a qualified and trained labor force to encourage and promote economic development and competitiveness.

Infrastructure Planning. A number of efforts are underway to improve transportation and other infrastructure to support economic development, particularly Phase 1 and 2 of the improved border crossings. In addition, recent projects such as the improvements at Brawley airport and the completion of the SR-111\SR-78 "Brawley Bypass" has opened new areas for potential business development. Imperial is a Self-Help County, having passed Measure D, which provides local sales tax for 40-years to improve roads in the county and leverage state and federal funding.

Housing Development. Local jurisdictions have committed through their General Plan Housing Elements to support production of 11,900 dwelling units by 2022 (Table A-12). This will further support the labor force and the favorable cost of living in the County.

In addition to workforce development, infrastructure, and housing development planning, additional issues which economic development and planning partners in the County are working to address include the following:

- Lack of medical specialists
- Limited public transportation services for large geographic area
- Technical assistance available but not marketed and offered in a limited capacity
- Neighboring regions uninformed of the region’s resources due to lack of marketing funds and resources
- Lack of financial resources
- Drug and human trafficking
- Language barriers
- Seasonal employment

STRATEGIC INITIATIVES TO ADDRESS THREATS

Environmental Quality

One important category of threat in Imperial County is environmental protection. Reduction in size and degradation of the Salton Sea carries a number of health threats, as does pollution in the New River. Both of these threats are the subject of ongoing remediation and mitigation efforts in collaboration with local and state agencies.

Salton Sea Restoration. The Salton Sea is forecasted to shrink in size by about 100 square miles over the coming years. A smaller Salton Sea will uncover highly emissive playa, which could create dust storms like those seen during the “Dust Bowl” of the 1930s. This fine-grained dust lodges in lung tissue and can cause many respiratory diseases, including asthma.



Bruce Wilcox

During its meeting of November 7, 2017, the State Water Resources Control Board adopted revised Order WRO 2002-0013, which sets annual commitments and a framework for Salton Sea restoration and mitigation efforts. Most importantly, the revised order provides the Water Board with continued jurisdiction over the implementation of restoration efforts at the Salton Sea, led by the California Natural Resources Agency, and requires the agency to annually report to the Water Board on progress made toward the milestones outlined in the order. The revised order provides accountability and gives assurance to the residents of the Imperial and Coachella Valleys that continued restoration efforts will remain in place for as long as the water transfers continue.

An important component of the mitigation plan is the further development of geothermal energy production on the exposed lands. These projects can help to reduce dust while also increasing renewable energy capacity in the region. The program offers fast track permitting for geothermal projects. Additional components of the mitigation plan include restoration of vegetation and habitat.

In short, revised Order WRO 2002-0013, which was adopted by the State Water Resources Control Board, stipulates the following:

- Clearly states that the 15-year mitigation water requirement will conclude at the end of 2017. Other mitigation measures, including the four-step air quality plan, which

were incorporated into Water Right Order No. 2002-0013 (revised), will proceed as planned.

- Finds the restoration of the Salton Sea is feasible, that the state of California will lead and coordinate management efforts at the Salton Sea serving as a catalyst whose role in advancing the cause of restoration is essential.
- Requires the state of California, through the California Natural Resources Agency, to act so that there will be almost 30,000 acres of exposed playa covered by habitat and dust suppression projects by December 31, 2028.
- Calls on the California Natural Resources Agency to identify a long-term plan for the Salton Sea and develop subsequent 10-year plans to guide projects after the initial 10-year plan is completed.

New River Environmental Remediation. The New River, which runs from Mexico through the city of Calexico to the Salton Sea, is heavily polluted with trash and waste from municipal, agricultural and industrial sources, posing a threat to public health and hindering local economic development. A project to improve water quality in the New River as it crosses into California took a major step forward in October 2017, with the signing of an agreement by the City of Calexico, Imperial County, and the Imperial Irrigation District.

Under the agreement, the city, county and IID will contribute to the operation and maintenance costs for the New River Improvement Project once it is complete. The infrastructure project is designed to address the river's long-standing pollution and related public health problems while enhancing the quality of life for local residents. The water infrastructure project would address these problems by installing a trash screen just downstream from the Mexico border; piping polluted water away from Calexico to wetlands and aeration structures for remediation; and replacing polluted water in the river channel with treated wastewater from the city's treatment plant.

The New River Improvement Project also envisions a pedestrian and bicycle parkway that would run along the river in the Calexico area. Design of the River Parkway was completed in 2017 using federal and state funding, with construction to begin soon. In 2016, Senate Bill 859 appropriated \$1.4 million for the planning and design of the water infrastructure part of the project. The Colorado River Basin Regional Water Quality Control Board, which will oversee the planning phase, worked with the State Water Resources Control Board to receive bids from outside contractors in 2017. The city of Calexico, Imperial County and IID have each committed up to \$50,000 in annual funding – a total of \$150,000 a year – for the ongoing operation and maintenance of the project once it is complete.

State Minimum Wage

In 2016, Governor Brown signed AB 1066 in to law, gradually increasing the state's minimum wage and also altering other state labor laws that exempted agricultural workers from overtime restrictions, among others. The minimum wage is now scheduled to increase about \$1.00 per year from \$10.00 in 2016 to \$15.00 by 2022. Many farming businesses and agricultural trade organizations have indicated that the agricultural industry will be disproportionately affected by this law, as California farmers have to compete with other state and international growing regions where labor costs are much lower. The upshot is that farmers will accelerate the drive to mechanize farm operations to reduce the amount of labor needed, and to the extent possible change crops to help facilitate this transition. Imperial County has a large agricultural labor force, which could be especially hard hit with lay-offs, although the remaining farm workers will have higher incomes.

Ties to Mexico are Valuable but also Create Uncertainty

Imperial County has many ties to Mexico: Mexican shoppers spend substantial amounts in US stores, the Ports of Entry handle significant trade volumes and Imperial County is a gateway for US/Mexico tourism. However, Imperial County must closely monitor broader economic and political trends that may affect this relationship in order to avoid severe and sudden economic dislocations if conditions change. Such conditions include the volume of cross-border traffic that may be affected by federal immigration or trade policies or de-valuation of the Mexican currency that may also be affected by changing trade policy or increased international economic competition.

Over the longer term, Imperial County is affected by the large differential in wages between Mexico and the US. Even before the California minimum wage began to increase recently, wages were in the range of \$10 per hour in California compared to \$5.00 per day in Mexico. This creates a reservoir of workers willing to accept low wages in Imperial County, which tends to increase unemployment levels and depress wages throughout the economy and reduce the attractiveness of the County for more skilled workers.

Both the public and private sectors in Imperial County must also closely watch the value of the Mexican peso relative to the US dollar. Whether it occurs as a result of the market or by administrative determination, any devaluation of the peso negatively affects local businesses who sell goods and services to Mexican residents coming into Imperial County on a temporary basis to shop, by crippling the purchasing power of Mexican consumers.⁶⁶ County and local governments must closely watch developments with respect to the value of the peso because much of their respective sales tax revenues is a result of local purchases made by Mexican residents.

⁶⁶ San Diego Tribune, "Sinking peso: Danger sign to economy?" (January 17, 2017)(<https://bit.ly/2Op7oqB>) and Bloomberg News, "Mexico's Peso Is Expected to Make a Big Comeback" (January 4, 2018)(<https://bit.ly/2IYOcdi>)

VISION, GOALS AND OBJECTIVES

VISION STATEMENT

“To develop and strengthen economic development, and to provide a sustainable and healthy environment for the residents of Imperial County by providing training, job opportunities, a sustainable environment, and planning and delivery of transportation services to improve economic self-sufficiency, with an emphasis on Imperial County Target Areas. The County’s economy will be balanced and diversified amongst a variety of sectors, while maintaining its agricultural heritage. The Imperial County region will be fully integrated into the world economy by maximizing the advantages offered by its border location and abundant renewable resources.”

ECONOMIC DEVELOPMENT GOALS

1. Strengthen Imperial County’s economy by promoting a balanced, yet diversified regional economic base. Investment and employment in Imperial County should be as diverse as possible without excessive concentration in one particular segment of the economy.
2. Support the development and expansion of infrastructure activities to promote regional economic development. Numerous opportunities exist for economic growth in the region, but commercial and industrial development is largely achieved through the expansion of infrastructure facilities to prepare land for development.
3. Improve the education and skills of the region’s workforce by supporting the efforts of San Diego State University-Imperial Valley and Imperial Valley College to develop academic, vocational programs, and continuing education programs. Education and training of the workforce represent the cornerstone for successful economic development in Imperial County.
4. Promote and expand tourism in Imperial County.
5. Promote international and bi-national trade development. Globalization will continue to have a growing impact on Imperial County’s local economy. The region needs to capitalize on its proximity to the US-Mexico border and international transportation corridor while expanding opportunities for the international market.
6. Promote agriculture and other related industries. Agriculture has long been a major driving force in Imperial County’s economy with farmland consisting of very fertile, alluvial deposits derived from the Colorado River flood plain. A mild winter and a long growing season ensures multiple cropping on individual fields throughout the year. Imperial County is a major source of winter fruits and vegetables. Alfalfa, Bermuda grass, and Sudan grass

hay varieties produced in the Imperial County provide high quality feed for cattle and horses for domestic and foreign markets.



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7. Pursue a policy of sustainable development that balances economic development with preservation of resources.
8. Work to enhance the region's quality of life. An area's quality of life is often cited as a major factor in locating a business. Recreational opportunities, availability and variety of housing types, access to health care and other related factors contribute to a desirable quality of life.

ACTION PLAN

INTRODUCTION

The action plan outlined below is aligned with the visions and goals expressed in the previous chapter. The regional priority actions in the beginning of the chapter reflect the consideration of the CEDS Committee and the OEDC in terms of the most effective combination of activities over the next five years to achieve the broad economic development goals of the county. The last section of this chapter presents the criteria for evaluating projects to be submitted to EDA for potential funding. The OEDC reviews each proposed project per EDA guidance and evaluates the job creation potential as well as other relevant factors to determine which projects best meet the regional priorities.

REGIONAL PRIORITY ACTIONS

The following broad initiatives represent the county's top priorities for economic development over the next five-year period.

SUSTAINABLE DEVELOPMENT

RENEWABLE ENERGY DEVELOPMENT

Imperial County has achieved significant growth in renewable energy production over the past five years. The County has 2,818 MW of energy generating capacity, with solar contributing 1,239 MW, nearly all of which has been developed in the past five years. Geothermal has grown 24 percent in five years and contributes 713 MW of generating capacity. Wind energy, at 265, has doubled since 2012. All three of these renewable energy sources have substantial additional expansion capacity in Imperial County. Supporting this continued energy expansion and related business development is a major priority for Imperial County. In addition, the 30 MW lithium-ion energy storage facility installed by Imperial Irrigation District is a major asset to ensure reliability in the energy network.

INTERNATIONAL AND BI-NATIONAL TRADE

CROSS BORDER TRADE: INDUSTRY AND RETAIL

The volume of goods crossing the border at Calexico is significant, estimated at \$6.5 billion going south and \$9.5 billion going coming north in 2017. Of these amounts, an estimated \$3.8 billion going south and \$6.7 billion coming north consist of advanced manufacturing products (See Tables A-56 to A-61). Very little of this trade currently stops in Imperial County but much of it is connected to US suppliers elsewhere in the country and the potential exists for Imperial County to capture a larger share of logistics and manufacturing activity associated with key industry clusters in Mexicali, such as aerospace, computers and electrical machinery.



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In addition, current estimates of daily retail spending from Mexican visitors indicates that they spend as much as \$1 billion per year on retail goods in Imperial County. This is a vital infusion of revenue not just for local commercial businesses but for local government as well through sales taxes. Efforts to expand retail centers to better meet this demand are crucial to the fiscal well-being of the county.

CaliBaja. The CaliBaja Bi-National Mega-Region is comprised of San Diego and Imperial counties, together with Baja California, Mexico. Positioned to become a global powerhouse for commercial growth, this Mega-Region offers unique opportunities for business investment.

Poised literally on the doorstep of North America's largest consumer marketplace, CaliBaja offers global corporations easier access and distinct advantages because of its bi-national location and varied geography. There are intellectual and scientific resources; an established base of experienced, skilled production expertise; ample infrastructure and natural resources; business incentives from two nations; and room for major ongoing expansion. CaliBaja is the fast lane to North America that will expand with business for years to come.

Ports of Entry (POE). Imperial County has seen increasing numbers of persons and vehicles crossing the border since 2012, after some declines during the recession (See Tables A-66 and A-67). The Calexico West/Mexicali Port of Entry is located in the City of Calexico and is the primary port for daily person crossings into the U.S. by car or as pedestrians. This POE is being expanded to include 10 northbound vehicle inspection lanes, the headhouse and a bridge for southbound vehicle lanes. Phase I of this expansion is schedule to be completed in 2018 and Phase II is contingent upon future federal fund authorizations.

There is also the Calexico East Port of Entry, which is located seven miles east of the Calexico West POE. In terms of economic value, the two Ports of Entry (POE) in and near Calexico supported cross-border product shipments totaling \$16.1 billion in 2017, of which \$10.6 billion are advanced manufacturing products. Of the two POEs, the Calexico East POE is the principal gateway for trade by truck through Imperial County and Baja California, Mexico. This passenger and commercial port is equipped not only with a number of passenger, pedestrian and bus lanes but also a "Free and Secure Trade" (FAST) Program lane, a "Secure Electronic Network for Travelers Rapid Inspection" (SENTRI) lane. and one Ready lane that requires users to present Radio Frequency Identification (RFID) enabled cards. Each of these programs allows expedited trade shipments between the U.S and Mexico and Canada. The Imperial County Transportation Commission is pursuing discretionary freight program funding to widen the bridge over the All-American Canal, further reducing delays and related air pollution.

Andrade/Los Algodones POE is a third port of entry connecting Imperial County with Mexico. This POE is located near the California/Arizona border and is an important gateway for tourism--U.S. visitors traveling into the small Mexican community of Los Algodones for shopping and medical services. In 2017, 2.0 million pedestrians and passengers in personal vehicles crossed at this POE. Of the 2.0 million persons crossing the border, 830,000 crossed this POE on foot as pedestrians. The majority of traffic occurs during the winter season when "snowbirds" from other states and Canada visit the area for recreation and medical services. Underscoring the importance of pedestrian traffic, in 2014, Caltrans completed a Pedestrian Improvement Project at the Andrade/Los Algodones POE. The value of US exports to Mexico via Andrade/Los Algodones POE totaled \$1.5 million in 2017, which is significantly less than the value of US-to-Mexico exports going through either Calexico East POE (\$6.2 billion) or Calexico West (\$383 million) in the same year.

INFRASTRUCTURE

SERVICES TO INDUSTRIAL AND COMMERCIAL SITES

Continued efforts to improve infrastructure for industrial and commercial development is a critical element of the economic development priorities among all of the county's jurisdictions. In some cases, this involves opening additional areas to development such as the northside of Calexico and areas within the City of Imperial. In other cases, it is expanding and renovating existing infrastructure such as the Downtown water and sewer pipeline replacement project in Brawley or upgrades to the wastewater treatment facility in Calipatria. In addition, the Gateway Specific Plan area east of Calexico needs upgraded water infrastructure and also lacks a rail connection and natural gas service.

BROADBAND

High speed broadband service is essential to conducting business in the contemporary economy and affects a wide range of activities including not only technology enterprises such as data centers and advanced manufacturing but also banking, health care, public safety and education. The Southern Border Broadband Consortium (SBBC) helps to promote expansion

of broadband infrastructure and services in both Imperial and San Diego Counties. Coordinated through the IVEDC, the Consortium includes representatives from both the public and private sectors and is undertaking an extensive survey process to document levels of service throughout the county.

In addition, the Imperial Valley Telecommunications Authority (IVTA), administered by the County Office of Education, continues to develop a fiber optic network that links public agencies, including cities and schools. It is now working on a project to extend broadband service to students' homes.

For the private sector, sections of fiberoptic lines are available in various locations in the County but key elements such as switching infrastructure and neighborhood connectivity are not adequate to achieve a fully functioning network. This could be implemented as a joint private sector/public sector effort to ensure that access to critical locations throughout the County is achieved.

There are a number of examples of cities that have leveraged public networks or resources to expand service to the business community and been able to attract technology companies who need gigabit broadband speed to operate. Imperial County has tremendous energy resources that would be attractive to technology companies such as data centers but it is critical to offer sufficient broadband capacity as well.

WORKFORCE DEVELOPMENT

Workforce education and training is an essential element of the economic development strategy. In addition to educational resources at Imperial Valley College (IVC) and SDSU San Diego – Imperial Valley, Mexicali has a number of institutions of higher learning. However, the job base does not exist to retain highly educated workers in Imperial County so there needs to be close coordination between training programs and expanding industries with job opportunities in the County. Renewable energy production, health care, agricultural technology, logistics and general customer service are all areas where training can be closely matched to expanding job opportunities.

The State of California is providing additional resources through the Strong Workforce Program to assist community colleges in developing and/or enhancing career education programs throughout the State. Imperial Valley College (IVC) receives close to a million dollars annually as supplemental funding for this purpose. Strong Workforce funds have allowed IVC to create new programs in the areas of Electronics, Diesel and Heavy Equipment, Gerontology, and Electronic System Technician. Existing programs in the areas of Automotive Technology, HVAC, Welding, Public Safety, and Nursing were upgraded with new equipment to enhance instruction. IVC is also restructuring many of their Career Education (CE) programs as "fast-track" to allow students to complete their technical education in one year. As an example, the IVC Welding program was restructured from a 2 year program to 11

months. All CE programs also include the appropriate industry certifications in addition to the College's certifications.

Imperial Valley College is prepared to work with new and existing industries to provide a qualified and trained labor force to encourage and promote economic development and competitiveness.

The ICWDB is another key workforce development leader in the County. The ICWDB is currently updating a crucial, state-mandated strategic plan called the "Local Workforce Development Plan" (Plan), which will be finalized in early 2019. Among other things, the Plan addresses elevating workers' technical skills in response to industry innovations and technological changes, as well as supporting job training programs that are also industry-certified. Preparing labor force with some work experience for well-paying middle-skill occupations is another part of the Plan.⁶⁷ The ICWDB is also focusing its economic development effort in collaboration with San Diego Imperial Counties Community Colleges Regional Consortium (SDICCC), Imperial Valley Regional Occupation Program, SDWP, and San Diego County Office of Education. These partners produced a regional plan called "Southern Border Regional Workforce Development Plan: San Diego and Imperial Counties (2017-2020)". The first strategic priority of the regional plan involves supporting 18 sectors that drive regional economic growth, with a focus on "advanced transportation\clean energy", "advanced manufacturing", and "health", among other key industry clusters.

In terms of service delivery, the ICWDB partners with the local branch of America's Job Centers of California (AJCC) system.⁶⁸ Formerly called "One Stop Centers", America's Job Centers of California Centers (AJCCs) are designed to be a 'One Stop' delivery system through which employment-related services and training are provided. AJCCs offer a comprehensive line up of employment and training services, including help with resume writing , interviewing skills, finding job openings, training programs, and much more. There are three full-service locations in Imperial County and two satellite offices.

QUALITY OF LIFE

HOUSING DEVELOPMENT

While Imperial County has generally more affordable housing than other Southern California counties, housing availability in locations important to commuting workers is sometimes lacking. Continued efforts to implement local Housing Element policies to ensure an adequate supply of workforce, or middle income, housing is a priority for successful economic development in Imperial County.

⁶⁷Imperial County Workforce Development Board, "Local Workforce Development Plan: 2017-2020", PDF p. 13

⁶⁸Imperial County Workforce Development Board, "America's Job Centers of California"(https://bit.ly/2RSZVhU)

IMPLEMENTATION OF CEDS GOALS

- 1. Strengthen Imperial County’s economy by promoting a balanced, yet diversified regional economic base. Investment and employment in Imperial County should be as diverse as possible without excessive concentration in one particular segment of the economy.**

Action 1.1: Continue support of a County-wide economic development agency dedicated and responsible for the promotion of economic development in Imperial County. Encourage the participation of small jurisdictions in the implementation of economic development activities.

Action 1.2: Implement coordinated regional marketing and promotional activities, assisted by the OEDC. Promote location and proximity to metropolitan areas and other markets.

Action 1.3: Continue to promote industrial development in areas suitable for this type of activity and improve the quality of developable land that will result in the attraction of new and expanding existing business and industrial firms and creation of jobs in Imperial County.

Action 1.4: Encourage coordinated land use planning efforts amongst the various jurisdictions to ensure that industrial and commercial zoning areas are located within easy access of transportation (air, land and rail) corridors.

Action 1.5: Promote the availability of low cost resources such as labor, land, electrical power and water as compared to other areas.

Action 1.6: Increase the scope of financial incentives available to firms for the financing of business expansion and product development, including the new federal Opportunity Zone program. Explore the viability of Employment Training Panel (ETP), Industrial Development Bonds (IDB), and other financing options through the Small Business Administration (SBA) and Community Development Corporation (CDC).

Action 1.7: Develop finance mechanisms geared to assist small and/or new businesses in acquiring capital for expansion or new building construction. Continue to expand small business revolving loan fund and microenterprise programs. Continue to utilize those incentives available through the enterprise zone, foreign trade zone, manufacturing enhancement area, hub zone, etc.

- 2. Support the development and expansion of infrastructure activities to promote regional economic development.**

Action 2.1: Construct necessary public works to commercial and industrial areas with potential for development and for improved or expanded services.

Action 2.2: Develop infrastructure that provides regional connectivity as a means of ensuring a redundant backup system.

Action 2.3: Improve transportation corridors in Imperial County and continue to pursue state and federal resources for the expansion and improvement of our highway infrastructure to support economic development.

Action 2.4: Develop transportation (air, land, and rail) projects that seek to enhance the efficient movement of goods and people. Improve the transportation connections between Imperial County, San Diego County, Riverside County, Arizona, and beyond.

Action 2.5: Develop transportation projects linking Imperial County's institutions of higher education: SDSU-IV's Calexico and Brawley campuses, and Imperial Valley College.

Action 2.6: Increase the technological and telecommunications infrastructure systems available to the region. Encourage private enterprise to develop state-of-the-art telecommunication capacity to homes and businesses.

Action 2.7: Work with university and community college partners to secure financing for new physical and programmatic infrastructure that will serve the renewable energy industry in Imperial County

Action 2.8: Promote the expanding electrical infrastructure developed to serve independent power producer needs and long-term population needs.

Action 2.9: Solicit infrastructure projects for potential grant funding from cities and unincorporated communities to assist in the development of commercial and industrial base. Assist municipalities and unincorporated communities as needed in the preparation of grants and applications for project development.

3. Improve the education and skills of the region's workforce by supporting the efforts of San Diego State University-Imperial Valley and Imperial Valley College to develop academic, vocational programs, and continuing education programs, with the goal of reducing unemployment by 5%.

Action 3.1: Develop labor force data, especially with respect to occupational skills. Develop working relationships with the State Employment Development Department, the Workforce Development Board, local university and community college.

Action 3.2: Continue support of job search and training programs for the unemployed and underemployed in Imperial County.

Action 3.3: Assess the needs of local employers and targeted industries and develop programs to address those needs.

Action 3.4: Increase employment opportunities and improve and expand job training activities to mirror needs of industries targeted for attraction.

Action 3.5: Create high tech, higher paying jobs to entice local youth to remain in Imperial County and upgrade 13-16 education to meet needs for health careers, education fields, social service positions, science and technology professions, and higher paying positions in a diversified economy.

Action 3.6: Support and encourage the creation of trade schools and the accreditation of Imperial Valley College to provide the necessary training and education for technical jobs.

Action 3.7: Support four year university with diversified faculty and academic majors.

Action 3.8: Improve the education and skills of the region's workforce by supporting the efforts of San Diego State University-Imperial Valley and Imperial Valley College to develop academic, vocational programs, and continuing education programs. Education and training of the workforce represent the cornerstone for successful economic development in Imperial County.

Action 3.9: Increase overall academic achievement of K-12 students. Support efforts to assist local K-12 educators to enable all students to meet or exceed 50th percentile on standardized tests, including limited English proficient students.

Action 3.10: Work with San Diego State University – Imperial Valley and Imperial Valley College to develop career pathways for K-16 students to generate awareness about career opportunities in Imperial County's targeted industries.

4. Promote and expand tourism in Imperial County.

Action 4.1: Develop cultural and resort facilities including second homes, recreational facilities, hotels, mobile homes, and recreational vehicle parks.

Action 4.2: Participate in tourism related activities throughout the state and region, i.e. California State Fair, Imperial County Mid Winter Fair and Fiesta, Fiestas Del Sol, and various film commission conferences.

Action 4.3: Continue the restoration and protection of tourism related facilities and activities.

Action 4.4: Initiate a campaign of tourism that promotes the valley's amenities and destinations such as the sand dunes, agricultural resources, Fossil Canyon, Painted Gorge, bird watching, etc.

Action 4.5: Identify existing recreational facilities and identify the recreational needs of the region's residents and visitors.

Action 4.6: Coordinate with private enterprise for the development of new businesses that support and promote tourism in the Imperial County.

Action 4.7: Assist and encourage the clean-up and restoration of the New River and Salton Sea as a way to increase recreational and tourism opportunities.

Action 4.8: Participate in the development and promotion of cultural activities such as farmers' markets, performing arts events, visual arts displays, and similar festivals.

Action 4.9: Encourage local jurisdictions and the County of Imperial to amend their land use policies to ease restrictions related to the development of RV parks and amenities.

5. Promote international and bi-national trade development.

Action 5.2: Increase international awareness of United States/Mexico border opportunities related to NAFTA and maquiladora industry. Develop bi-national marketing strategies and opportunities through economic trade relationships between Mexico and Imperial County.

Action 5.3: Capitalize on development opportunities related to the second border crossing.

Action 5.4: Ascertain impacts of NAFTA and the changing maquiladora industry.

Action 5.5: Continue to develop and promote FTZ/MEA to foreign and international markets.

Action 5.6: Seek financing mechanisms and assist in the promotion of industrial and commercial development of border areas.

6. Promote agriculture and other related industries.

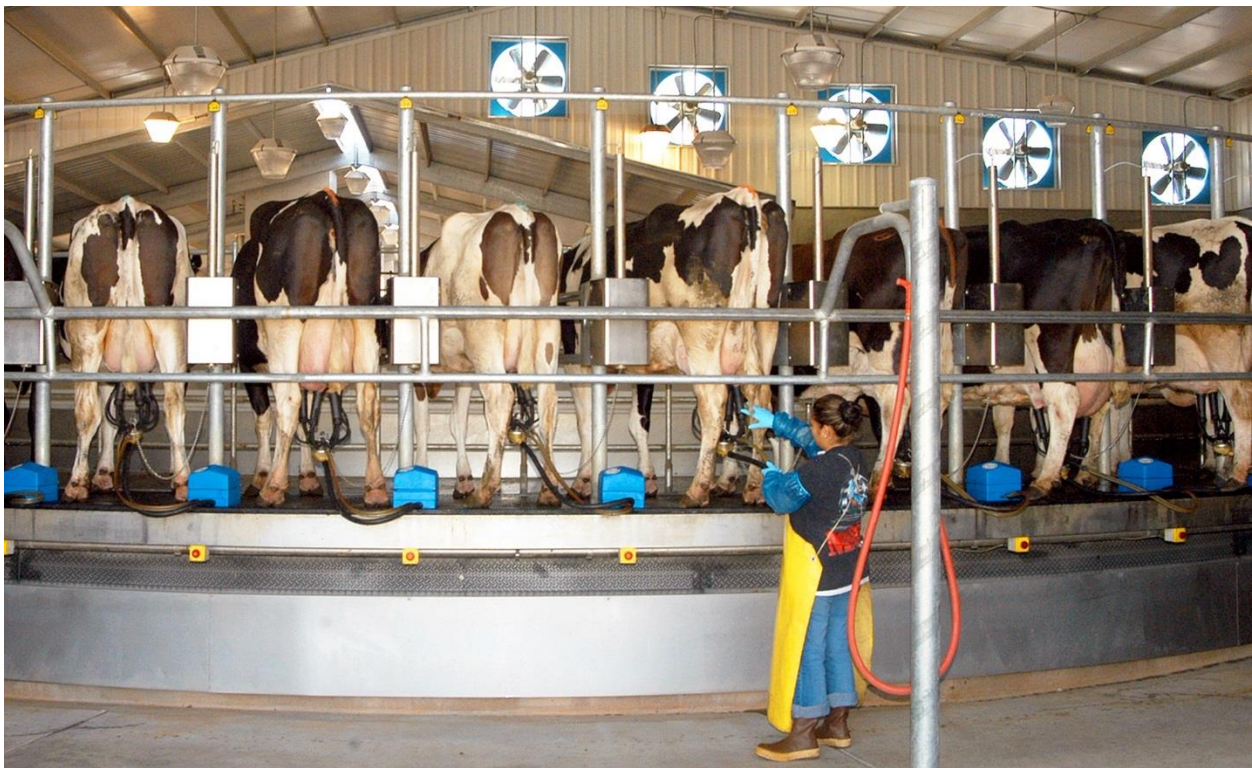
Action 6.1: Develop related agricultural industries and economic activities.

Action 6.2: Develop, support, and market agri-tourism opportunities by conducting outreach to farm operators, the Coalition of Labor, Agriculture, and Business (COLAB), Imperial County

Farm Bureau, and Imperial Valley Vegetable Growers Association to initiate agricultural related activities such as agricultural festivals, on-farm dining events, farm tours, and other similar activities for the enjoyment or education of visitors.

Action 6.3: Encourage the continued development of agricultural related industries, such as dairies, and food, fiber and other processing facilities. In particular, USDA approved cold storage facilities are needed to reduce the cost and increase the volume of agricultural products shipped through the County. In addition, emerging industries such as algae production can have a number of applications such as food coloring, plastics and bio-fuels, and connects with bio-technology industries developing in San Diego County.

Action 6.4: Encourage the development of non-farmable agricultural areas while promoting research and diversity for the farmable agricultural areas.



Bill Gates Photography

7. Pursue a policy of sustainable development that balances economic development with preservation of resources.

Action 7.1: Develop renewable energy resources for maximization of industrial and commercial development. Develop geothermal direct heat use, solar, and wind energy.

Action 7.2: Research and develop recycling and waste management facilities. Increase public awareness of the need for efficient and effective long-term solutions for solid waste management, recycling, and increasing scarcity of raw materials.

Action 7.3: Develop waste management facilities for locally generated hazardous waste.

Action 7.4: Utilize smart growth principles and “green” building techniques.

Action 7.5: Promote energy efficient business and industry practices.

Action 7.6: Brand Imperial County as the home for environmentally responsible businesses and a major producer of renewable resources and international business hub.

Action 7.7: Promote Imperial County’s naturally abundant geothermal, solar, and wind resources for use in the production of energy. Assist in the research and development of new energy resources.

Action 7.8: Increase public awareness of the importance of recycling, energy efficiency, and resource conservation.

Action 7.9: Develop an ecopark for location of renewable energy and “green technology” industrial projects within the Keystone Planning Area.



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8. Work to enhance the region's quality of life.

Action 8.1: Support the development of a variety of housing options (apartments, condominiums, cluster housing, etc.) to support a growing workforce.

Action 8.2: Balance the proximity of job centers, housing, and services. Educate municipalities about mixed housing densities and other land use controls that support well-suited compact development.

Action 8.3: Develop and preserve recreation opportunities including multi-use trails, sports centers, and regional parks.

Action 8.4: Support a strong social and cultural base. Support arts and cultural activities as a critical element of the regional economy.

Action 8.5: Encourage commercial development that provides services to the residents of Imperial County.

Action 8.6: Identify areas within the Dogwood Road Transportation Corridor suitable for high-density transit-oriented and transit-ready mixed use residential development.

Action 8.7: Develop a regional master plan of multi-use trails to provide connectivity between the various parks, open space areas, and recreational centers.

Action 8.8: Utilize findings in the Imperial County Retail and Leakage Analysis to attract retail development to improve the quality of life for existing and future residents of the County, as well as serving shoppers from Mexicali.

PROGRAM AND PROJECT SELECTION PROCESS

The U.S. Economic Development Administration (EDA) provides investment assistance to communities for projects that contribute to the creation and retention of private sector jobs and alleviate unemployment. Such assistance is designed to help communities achieve lasting improvement by establishing stable and diversified local economies and by improving local conditions.

The OEDC encourages all municipal agencies and community-based organizations to submit projects that enhance the region's economy. All projects must be consistent with the goals and objectives outlined in Section 5 of this CEDS document. Projects developed for consideration should be consistent with EDA policies. Priority consideration will be given to projects which best meet relative needs of eligible areas and are located in areas of high unemployment and/or low per capita income.

PROJECT SELECTION CRITERIA

The following criteria will be utilized to evaluate projects which require OEDC review as a prerequisite for funding by the EDA and other funding agencies.

Priority will be given to projects which:

- improve the opportunities in the area where such projects are or will be located for the successful establishment or expansion of industrial or commercial plants or facilities;
- assist in creating or retaining private sector jobs in the near-term and assist in the creation of additional long-term employment opportunities for such area;
- benefit the long-term unemployed and members of low-income families who are residents of the area to be served by the project;
- fill a pressing need of the area, or part thereof, in which it is, or will be located;

- are consistent with the EDA, approved by the OEDC for the area in which it is or will be located, and have been recommended by the OEDC;
- have broad community support and significant private sector investment;
- have a favorable cost-per-job ratio; and
- complement EDA goals, such as reducing the federal trade deficit by increasing export development and assisting minority business development.

Low priority will be given to projects which:

- do not benefit the long-term unemployed;
- cannot be implemented within a reasonable period of time;
- support downtown commercial activities such as parking garages, pedestrian walkways and non-residential street repairs, unless it can be demonstrated that EDA's assistance is critical to and an integral part of the local economic development strategy for the area and required to support other ongoing development investments;
- involve substantial land purchase or public buildings.
- do not have the applicant's share of project funding readily available; and
- support tourism or recreational activities, unless it can be demonstrated that tourism is the major industry in the area or will assist in creating a significant number of jobs and substantially diversify the area's economy. In which case, the project must directly assist in providing job opportunities for the unemployed and the underemployed residents of the area and otherwise support the long-term growth of the area.

PUBLIC WORKS IMPACT PROGRAM

Priority will be given to Public Works Impact Program projects which:

- will directly or indirectly assist in creating employment opportunities by providing immediate useful work (i.e., construction jobs) or other economic or educational benefits for the unemployed and underemployed residents in the project area;
- will primarily benefit low-income families by providing essential services;

- can be substantially complemented within 12 months from the start of construction; and
- improve the community or economic environment in areas of severe economic distress.

Inclusion of projects throughout the fiscal year is encouraged for those entities that have not identified a project at the time of the CEDS update.

EDA DESCRIPTION AND PROJECT CRITERIA

The Economic Development Administration (EDA) is an agency under the U.S. Department of Commerce and was created by Congress pursuant to the Public Works and Economic Development Act of 1965 to provide financial assistance to both rural and urban distressed communities. EDA’s mission is to lead the Federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy. Public Works is described as empowering distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

Some of the activities allowable, as described on the EDA website are:

1. Acquisition or development of land and improvements for use in a public works
2. Public service or other type of development facility
3. Acquisition, design and engineering, construction, rehabilitation, alteration, expansion, or improvement of such a facility, including related machinery and equipment.

EDA Requirements for a Public Works project:

- The Project will, directly or indirectly:
 - Improve the opportunities for the successful establishment or expansion of industrial or commercial plants or facilities in the Region where the Project is located;
 - Assist in the creation of additional long-term employment opportunities in the Region.
 - Primarily benefit the long-term unemployed and members of low-income families in the Region.

- The Project will fulfill a pressing need of the Region, or a part of the Region, in which the Project is located.
- The Region in which the Project is located has a CEDS and the Project is consistent with the CEDS.

Not more than fifteen (15) percent of the annual appropriations made available to EDA to fund Public Works Investments may be made in any one (1) State.

IMPERIAL COUNTY CEDS PROJECTS

As of September 2018, two projects are proposed for EDA funding, as described below. Additional projects may be added during the regular annual updates of the CEDS. The information below comes from the EDA Project Screener forms submitted by the project sponsors.

1. Gran Plaza LP. Project

Amount Requested from EDA	\$ 3.0 million
Local Share Amount	\$ 4.5 million
Total Project	\$ 7.5 million

Project Description

The proposed EDA project consists of infrastructure improvements that will expand the current Gran Plaza Outlet and assist with the development of the new Gran Plaza Power Center. The location is on West Second Street, between the Calexico International Airport and the All-American Canal in Calexico, California. It is estimated that these improvements will create 319 jobs and generate sales tax revenue.

What are the elements of the project (what are you specifically asking EDA to fund?)

Street, drainage, water and sewer line improvements

Timeline for Project Completion (EDA project component)

Engineering and permitting will be completed in approximately six months and construction will commence shortly thereafter. Construction can be completed within 12 months.

Status of Environmental Condition? When will Environmental Clearance be completed?

The environmental clearance was completed in 2015.

How many new jobs will be created? (Do not include construction, seasonal or

part-time positions or saved jobs)

319 jobs

Who are your beneficiaries? What firms are committing to creating the new jobs listed in #7? Are they willing to sign EDA Exhibit A found in EDA Application Package Form ED-900?

Gran Plaza Power Center is committing to job creation and is willing to sign the appropriate forms.

How much private investment will this project leverage?

The total project cost is \$25 million which includes the construction of off-site (infrastructure) and building construction.

Do you have site control?

The City has existing rights-of-way. The Developer has control and ownership of the land wherein the actual development project will occur.

What is the source of your local share?

The City has Measure "D" funds for the project. The balance of local funding will be paid by the Developer.

2. Improvements to McDonald Road and Hwy. 111

Project Description

The project description consists of improvements to McDonald Road and the intersection of McDonald Road and Hwy. 111. Specifically, the section of McDonald Road between Hwy.111 and English Road will be paved. In addition, a pocket right turn lane from southbound Hwy. 111 onto English Road and a northbound left turn lane from Hwy. 111 onto English Road will be constructed.

EnergySource LLC owns an interest in and, through its wholly-owned affiliate Hudson Ranch Energy Services LLC, operates the John L. Featherstone geothermal power plant that is located at 409 W. McDonald Road, Calipatria, CA approximately 3 miles east of Hwy. 111. EnergySource Minerals LLC is developing a minerals recovery project on the site of the Featherstone Plant. If successful, the minerals recovery plant will produce commercial quantities of lithium carbonate or lithium hydroxide. Additional minerals that may be recoverable include zinc and manganese.

The anticipated investment for a commercial-scale facility is estimated to be in excess of \$350,000,000.

In addition to EnergySource, the road improvements will benefit two other geothermal development companies, GeoGenCo ("GGC") and Controlled Thermal Resources ("CTR"), and Synthetic Genomics Inc. a company that produces algae products.

The EnergySource project will require over 200 construction jobs over a two-year period, and 45-50 new, full-time jobs at the facility. GGC expects to employ five new, full-time positions. The proposed CTR project will result in approximately 250 new full-time jobs.

A map depicting the location of the four projects is available.

What are the elements of the project (what are you specifically asking EDA to fund?)

EnergySource and its affiliates have successfully operated the Featherstone Plant since March 2012. The Featherstone Plant is one of 11 geothermal power plants operating near the southeastern shoreline of the Salton Sea, and is the first new, stand-alone plant constructed at the Salton Sea in over 20 years. The Conditional Use Permit ("CUP") issued by the County of Imperial Planning and Development Services Department for the operation of the plant included an obligation to pave that portion of McDonald Road beginning at the intersection of McDonald and English Road, then for about 1.5 miles west to the location of the Featherstone Plant. Those improvements were completed prior to commercial operation of the plant in March 2012. A CUP for a minerals recovery project includes a similar provision to pave the balance of McDonald Road, and to install turn lanes on Hwy. 111.

As such, the County of Imperial is requesting \$2,500,000 in EDA funding to off-set the costs associated with these additional road improvements.

Timeline for Project Completion (EDA project component)

The minerals recovery process technology utilizes commercially available techniques applied in a novel arrangement. In August 2018, EnergySource will gather additional process data to inform the commercial size-facility design, and to prove to the owners and investors that the process is commercially viable. A preliminary site map of the minerals project is attached. Detailed design engineering will begin in 2019, along with construction financing.

Status of Environmental Condition? When will the Environmental Clearance be completed?

The County of Imperial has adopted a Master Environmental Impact Report ("MEIR") for geothermal and minerals development at the Salton Sea, and other areas in Imperial County. The Salton Sea MEIR is updated every five years. The existing development of minerals extraction process technology and operation of a mini-pilot plant at the Featherstone Plant falls under a CUP that was issued to a predecessor-in-interest (Simbol Materials) and subsequently assigned to EnergySource Minerals. Accordingly, "environmental clearance" has been obtained by EnergySource Minerals.

The MEIR recognizes the likelihood that road improvements will be needed for new geothermal energy production and/or minerals recovery. Thus, road improvements of the sort contemplated here would not require an amendment to the MEIR.

How many new jobs will be created? (Do not include construction, seasonal or part-time positions or saved jobs)

EnergySource expects to create between 45-50 new, full-time positions for the first commercial phase of a minerals recovery program. GeoGenCo expects to add five new jobs and Controlled Thermal Resources will add 250 new full-time jobs.

Who are your beneficiaries? What firms are committed to creating the new jobs listed in #7? Are they willing to sign EDA Exhibit A found in EDA Application Package Form ED-900?

The beneficiaries of this project are local men and women who will be offered positions that include salaries that exceed the state minimum wages for mining industry jobs, and also a generous benefits package. The County of Imperial will also benefit from new property taxes that would be paid, in addition to the local service providers who would be needed. The environment would directly benefit by having a domestic and indigenous source of lithium that does not require an open-pit mine. Finally, the electric car manufacturing industry will benefit by having a lower cost option for the lithium-ion batteries that are required.

Other beneficiaries include Synthetic Genomics, Controlled Thermal Resources and GeoGenCo.

How much private investment will this project leverage?

The total private sector investment for a commercial-scale minerals recovery facility is in excess of \$350,000,000.

Do you have site control?

Yes, the Featherstone Plant is owned by EnergySource LLC and all of the contemplated activities will occur on the existing property.

What is the source of your local share?

Our local share of monies will derive from commercial-grade investment by existing financial institutions, owner equity and others. It is anticipated that a minerals recovery project would not require government assistance in the form of tax credits.

3. Broadband Fiber

Amount Requested from EDA	\$440,000
Local Share Amount	\$60,000

Total Project	\$500,000
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Project Description

There are several existing & developing facilities in the Salton Sea area of Calipatria who lack sufficient broadband services. There is no fiber optic infrastructure in the area to tie into.

Do you have an active CEDS?

Yes

What are the elements of the project (what are you specifically asking EDA to fund?)

There are 4 companies that need fiber optic infrastructure to be extended to their facilities so they can receive the broadband services they need to operate. We are asking for financial assistance for this extension to be run to the businesses from the nearest possible fiber facilities.

Timeline for Project Completion (EDA project component)

There is an immediate need. As soon as possible.

Status of Environmental Condition? When will the Environmental Clearance be completed?

3 of the 4 completed and the 4th us in process.

How many new jobs will be created? (Do not include construction, seasonal or part-time positions or saved jobs)

250 to 500

Who are your beneficiaries? What firms are committed to creating the new jobs listed in #7? Are they willing to sign EDA Exhibit A found in EDA Application Package Form ED-900?

Controlled Thermal Resources, Energy Sources, Synthetic Genomics, GeoGenco. Yes they will sign.

How much private investment will this project leverage?

More than \$500 million

Do you have site control?

Yes

What is the source of your local share?

AT&T and the businesses mentioned above.

4. Pioneers Memorial Healthcare District (PMHD) Health Care Facility (trade secret)

Amount Requested from EDA	\$3,000,000
Local Share Amount	\$23,000,000
Total Project	\$26,000,000

Project Description

The facility will provide additional capacity and enhance healthcare services in the community.

Do you have an active CEDS?

Yes.

What are the elements of the project (what are you specifically asking EDA to fund?)

PMHD is asking for assistance with medical equipment, fixtures and materials for the construction of a 44,000 square foot building on land owned by the district. The project will provide rehabilitation, long term care, and therapy to the residents in Imperial County. Current capacity for these services is limited and greatly needed.

Timeline for Project Completion (EDA project component)

Project Construction is expected to commence in the 2nd Quarter of 2019.

Status of Environmental Condition? When will the Environmental Clearance be completed?

The environmental clearance could be cleared in the 4th Quarter of 2018.

How many new jobs will be created? (Do not include construction, seasonal or part-time positions or saved jobs)

The estimate employee increase is estimated at 120 positions.

Who are your beneficiaries? What firms are committed to creating the new jobs listed in #7? Are they willing to sign EDA Exhibit A found in EDA Application Package Form ED-900?

Are they willing to sign EDA Exhibit A found in EDA Application Package Form ED-900?: The Imperial County Region is the beneficiary. This project delivers a lacking resource for health planning and services in the community. PMHD will be the job creating entity, with associated services provided by local vendors to support the project. Yes, PMHD will sign the EDA Exhibit A.

How much private investment will this project leverage?
\$26 million.

Do you have site control?

Yes.

What is the source of your local share?

PMHD revenue bonds.

PROGRAM EVALUATION

It is important for the OEDC to monitor progress toward achieving the CEDS goals. As the CEDS is updated annually, there will be an opportunity to update key indicators that measure economic development efforts and the outcomes in terms of changes in the County economy. For each goal, an input indicator and output indicator is provided. Input indicators measure the program efforts to achieve the goals while the output indicators measure how well economic conditions are responding to these efforts.

- 1. Promote a balanced, yet diversified regional economic base.

Input Measures: a) Description of marketing efforts to promote Imperial County
b) Number of businesses served by the SBDC

Output Measures: 1) Increase in number and mix of jobs
2) Decrease in the county unemployment rate

- 2. Support the development and expansion of infrastructure activities to promote regional economic development.

Input Measure: a) Dollar value of City and County CIP budgets

Output Measure: 1) Dollar value of construction of public improvements for the year

- 3. Improve the education and skills of the region’s workforce.

Input Measure: a) Students graduating from post-secondary education and training programs

Output measure: 1) County educational attainment as measured by the American Community Survey (ACS) and/or National Student Clearinghouse “Student Tracker”

- 4. Promote and expand tourism in Imperial County.

Input Measures: a) Description of tourism marketing programs
b) Development or renovation of visitor-serving attractions/facilities

Output Measures: 1) Increase in visitor expenditures per Dean Runyan annual reports

- 5. Promote international and bi-national trade development.

Input Measures: a) Description of marketing and business development efforts to attract firms engaged in international trade

b) Contacts with Mexican firms to promote location of satellite or support facilities in Imperial County

Output Measure: 1) Increase in the number and size of firms engaged in international trade, as measured by InfoUSA, business license records or other similar data

6. Promote agriculture and other related industries.

Input Measures: a) Description of marketing and business development programs to expand the diversity of agricultural products and the number of food processing firms in the County

Output Measures: 1) Increase in the value and mix of agricultural produce
2) Increase in the number of establishment and employment engaged in food processing and other ag support services.

7. Pursue a policy of sustainable development that balances economic development with preservation of resources.

Input Measures: a) Describe marketing and business development efforts as well as public investments to increase renewable energy production, recycling volumes, green building practices and air quality.

Output Measures: 1) Increase in renewable energy production
2) Increase in jobs associated with recycling market development
3) Improvements to air quality conditions.

8. Work to enhance the region's quality of life.

Input Measures: a) Describe City and County efforts to develop and enhance quality of life amenities as well as workforce (middle income) housing.

Output Measures: 1) Increase in housing units constructed or rehabilitated
2) Track improvements in Imperial County's ranking among places to live through indexes such as Gallup-Healthways and Sperling's City Comparisons.

APPENDIX TABLES

Table A-1: Population and Housing Growth, Imperial County, 2010-2018

Table A-2: Population and Housing Growth, California and Comparison Counties, 2010-2018

Table A-3: Median Age

Table A-4: Population by Age Group

Table A-5: Race/ Ethnicity

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Table A-1: Population and Housing Growth, Imperial County, 2010-2018

County / City	POPULATION			HOUSING UNITS							Vacancy Rate	Persons per Household
	Total	Household	Group Quarters	Total	Single Detached	Single Attached	2-4	Five Plus	Mobile Homes	Occupied		
2010												
Imperial County	174,528	163,844	10,684	56,067	34,576	1,911	4,775	7,173	7,632	49,126	12.4%	3.34
Brawley	24,953	24,779	174	8,231	5,368	220	728	1,500	415	7,623	7.4%	3.25
Calexico	38,572	38,472	100	10,651	7,292	486	1,158	1,545	170	10,116	5.0%	3.80
Calipatria	7,705	3,541	4,164	1,121	859	16	44	141	61	1,008	10.1%	3.51
El Centro	42,598	41,782	816	14,476	8,086	427	1,577	2,855	1,531	13,108	9.5%	3.19
Holtville	5,939	5,939	0	1,937	1,278	73	177	203	206	1,799	7.1%	3.30
Imperial	14,758	14,727	31	4,751	3,427	389	401	464	70	4,405	7.3%	3.34
Westmorland	2,225	2,225	0	678	465	10	100	83	20	631	6.9%	3.53
Balance of County	37,778	32,379	5,399	14,222	7,801	290	590	382	5,159	10,436	26.6%	3.10
2018												
Imperial County	190,624	181,698	8,926	57,737	35,749	1,907	4,800	7,661	7,620	50,091	13.2%	3.63
Brawley	27,417	27,243	174	8,388	5,498	218	737	1,565	370	7,700	8.2%	3.54
Calexico	41,199	41,099	100	10,853	7,370	484	1,178	1,651	170	9,928	8.5%	4.14
Calipatria	7,488	3,744	3,744	1,122	860	16	44	141	61	978	12.8%	3.83
El Centro	46,315	45,499	816	14,715	8,173	427	1,577	3,007	1,531	13,113	10.9%	3.47
Holtville	6,501	6,501	0	1,965	1,306	73	177	203	206	1,808	8.0%	3.60
Imperial	19,372	19,341	31	5,866	4,367	389	401	639	70	5,315	9.4%	3.64
Westmorland	2,325	2,325	0	677	464	10	100	83	20	608	10.2%	3.82
Balance of County	40,007	35,946	4,061	14,151	7,711	290	586	372	5,192	10,641	24.8%	3.38
2010-2018 Annual Percent Change												
Imperial County	1.1%	1.3%	-2.2%	0.4%	0.4%	0.0%	0.1%	0.8%	0.0%	0.2%	0.8%	1.1%
Brawley	1.2%	1.2%	0.0%	0.2%	0.3%	-0.1%	0.2%	0.5%	-1.4%	0.1%	1.3%	1.1%
Calexico	0.8%	0.8%	0.0%	0.2%	0.1%	-0.1%	0.2%	0.8%	0.0%	-0.2%	6.8%	1.1%
Calipatria	-0.4%	0.7%	-1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.4%	3.1%	1.1%
El Centro	1.1%	1.1%	0.0%	0.2%	0.1%	0.0%	0.0%	0.7%	0.0%	0.0%	1.8%	1.1%
Holtville	1.1%	1.1%		0.2%	0.3%	0.0%	0.0%	0.0%	0.0%	0.1%	1.4%	1.1%
Imperial	3.5%	3.5%	0.0%	2.7%	3.1%	0.0%	0.0%	4.1%	0.0%	2.4%	3.2%	1.1%
Westmorland	0.6%	0.6%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.5%	4.9%	1.0%
Balance of County	0.7%	1.3%	-3.5%	-0.1%	-0.1%	0.0%	-0.1%	-0.3%	0.1%	0.2%	-0.9%	1.1%

Source: ADE, Inc., based on CA Department of Finance E-5 Reports, May 2010 and May 2018.

Table A-2: Population and Housing Growth, California and Comparison Counties, 2010-2018

COUNTY	POPULATION			HOUSING UNITS							Vacancy Rate	Persons per Household
	Total	Household	Group Quarters	Total	Single Detached	Single Attached	2-4	Five Plus	Mobile Homes	Occupied		
2010												
California	39,500,973	38,659,060	841,913	14,072,272	8,129,123	981,331	1,126,460	3,273,769	561,589	13,053,295	7.2%	2.96
Imperial	174,528	163,844	10,684	56,067	34,576	1,911	4,775	7,173	7,632	49,126	12.4%	3.34
Riverside	2,189,641	2,153,812	35,829	800,707	543,209	50,784	38,409	89,577	78,728	686,260	14.3%	3.14
San Bernardino	2,035,210	1,995,156	40,054	699,637	498,965	24,640	45,123	87,405	43,504	611,618	12.6%	3.26
San Diego	3,095,313	2,991,515	103,798	1,164,028	603,441	104,163	84,621	326,037	45,766	1,086,113	6.7%	2.75
Fresno	930,450	912,927	17,523	315,531	211,841	7,430	33,037	48,518	14,705	289,391	8.3%	3.16
Kern	839,631	802,874	36,757	284,367	202,068	7,325	28,671	23,666	22,637	254,610	10.5%	3.15
Kings	152,982	131,402	21,580	43,867	31,764	2,218	3,806	4,130	1,949	41,233	6.0%	3.19
Tulare	442,179	437,407	4,772	141,696	106,862	3,890	11,948	8,678	10,318	130,352	8.0%	3.36
2018												
California	39,809,693	38,960,521	849,172	14,157,590	8,160,784	985,936	1,129,758	3,319,105	562,007	13,113,840	7.4%	2.97
Imperial	190,624	181,698	8,926	57,737	35,749	1,907	4,800	7,661	7,620	50,091	13.2%	3.63
Riverside	2,415,955	2,382,370	33,585	840,904	573,990	52,025	38,682	96,568	79,639	729,920	13.2%	3.26
San Bernardino	2,174,938	2,137,542	37,396	719,911	511,656	24,932	46,107	93,335	43,881	644,247	10.5%	3.32
San Diego	3,337,456	3,226,683	110,773	1,210,138	617,674	105,756	86,682	353,941	46,085	1,139,651	5.8%	2.83
Fresno	1,007,229	990,305	16,924	332,051	224,951	7,464	33,605	51,137	14,894	308,269	7.2%	3.21
Kern	905,801	872,919	32,882	298,301	212,899	7,408	29,453	25,481	23,060	270,224	9.4%	3.23
Kings	151,662	135,885	15,777	46,170	33,550	2,218	3,816	4,585	2,001	43,877	5.0%	3.10
Tulare	475,834	471,028	4,806	149,342	113,238	3,931	12,353	9,187	10,633	137,814	7.7%	3.42
2018-2018 Annual Percent Change												
California	0.1%	0.1%	0.1%	0.1%	0.0%	0.1%	0.0%	0.2%	0.0%	0.1%	0.2%	0.0%
Imperial	1.1%	1.3%	-2.2%	0.4%	0.4%	0.0%	0.1%	0.8%	0.0%	0.2%	0.8%	1.1%
Riverside	1.2%	1.3%	-0.8%	0.6%	0.7%	0.3%	0.1%	0.9%	0.1%	0.8%	-1.0%	0.5%
San Bernardino	0.8%	0.9%	-0.9%	0.4%	0.3%	0.1%	0.3%	0.8%	0.1%	0.7%	-2.2%	0.2%
San Diego	0.9%	1.0%	0.8%	0.5%	0.3%	0.2%	0.3%	1.0%	0.1%	0.6%	-1.7%	0.3%
Fresno	1.0%	1.0%	-0.4%	0.6%	0.8%	0.1%	0.2%	0.7%	0.2%	0.8%	-1.8%	0.2%
Kern	1.0%	1.1%	-1.4%	0.6%	0.7%	0.1%	0.3%	0.9%	0.2%	0.7%	-1.3%	0.3%
Kings	-0.1%	0.4%	-3.8%	0.6%	0.7%	0.0%	0.0%	1.3%	0.3%	0.8%	-2.3%	-0.4%
Tulare	0.9%	0.9%	0.1%	0.7%	0.7%	0.1%	0.4%	0.7%	0.4%	0.7%	-0.5%	0.2%

Source: ADE, Inc., based on CA Department of Finance E-5 Report, May 2018.

Table A-3: Median Age

Jurisdiction	Median Age: All	Median Age: Hispanic	Median Age: White
United States	37.7	28.4	43.0
California	36.0	28.4	45.5
Imperial County	32.2	29.8	49.7
Brawley city	31.9	28.1	50.5
Calexico city	32.5	32.4	39.3
Calipatria city	32.1	29.7	44.4
El Centro city	32.9	30.6	51.6
Heber CDP	28.4	28.4	24.5
Holtville city	29.4	26.6	33.3
Imperial city	29.4	27.5	39.4
Westmorland city	27.8	27.3	68.7
Niland CDP	43.9	49.3	24.8
Ocotillo CDP	33.8	-	33.8
Palo Verde CDP	72.1	-	72.1
Salton City CDP	29.6	23.8	48.0
Salton Sea Beach CDP	49.6	17	61.2
Bombay Beach CDP	71.2	-	74.1
Seeley CDP	27.7	26.3	53.2
Desert Shores CDP	26.1	25	70.9
Winterhaven CDP	54.1	75.4	77.9
Rest of Imperial County	34.1	29.5	48.1
Yuma city, Arizona	31.3	25.7	44.7
Somerton city, Arizona	27.8	27.4	31.4
Wellton town, Arizona	65.8	37.4	71.7
Riverside County	34.8	27.2	47.9
San Bernardino County	32.7	27.2	44.3
San Diego County	35.3	28.2	42.7
Fresno County	31.6	26.2	45.3
Kern County	31.2	25.4	41.9
Kings County	31.4	26.7	38.4
Tulare County	30.4	25.1	45.0
Source: Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Tables B01001, B01001H, B0100i, B01002, B01002H, and B01002i			

Table A-4: Population by Age Group

Jurisdiction	All persons	Persons Under 5	5 to 19	20 to 24	25 to 34	35 to 54	55 to 64	65 or over
United States	318,558,162	6%	20%	7%	14%	26%	13%	15%
California	38,654,206	7%	20%	8%	15%	27%	12%	13%
Imperial County	178,807	8%	23%	8%	14%	24%	10%	12%
Brawley city	25,776	9%	26%	6%	14%	23%	11%	12%
Calexico city	39,750	8%	25%	8%	12%	23%	11%	13%
Calipatria city	7,511	5%	15%	13%	24%	31%	7%	6%
El Centro city	43,699	8%	24%	8%	13%	23%	12%	12%
Heber CDP	4,287	14%	21%	14%	11%	23%	5%	12%
Holtville city	6,230	10%	25%	8%	14%	22%	7%	14%
Imperial city	16,583	10%	27%	7%	16%	27%	6%	8%
Westmorland city	2,014	9%	28%	4%	16%	18%	12%	13%
Niland CDP	868	13%	14%	11%	10%	16%	21%	17%
Ocotillo CDP	126	0%	37%	8%	6%	13%	25%	12%
Palo Verde CDP	81	0%	0%	0%	0%	0%	11%	89%
Salton City CDP	5,217	9%	25%	7%	15%	24%	9%	11%
Salton Sea Beach CDP	501	0%	33%	8%	0%	22%	15%	22%
Bombay Beach CDP	317	0%	4%	7%	0%	3%	21%	65%
Seeley CDP	1,626	10%	24%	11%	11%	25%	10%	9%
Desert Shores CDP	1,173	11%	24%	8%	17%	18%	9%	13%
Winterhaven CDP	212	19%	0%	0%	0%	37%	7%	38%
Rest of Imperial County	22,836	6%	17%	10%	16%	27%	11%	11%
Yuma city, Arizona	93,704	8%	23%	10%	14%	22%	9%	14%
Somerton city, Arizona	14,866	11%	28%	8%	15%	23%	8%	7%
Wellton town, Arizona	2,947	1%	13%	1%	4%	17%	13%	52%
Riverside County	2,323,892	7%	23%	7%	14%	26%	11%	13%
San Bernardino County	2,106,754	7%	23%	8%	15%	26%	11%	10%
San Diego County	3,253,356	7%	19%	8%	16%	26%	11%	13%
Fresno County	963,160	8%	24%	8%	15%	24%	10%	11%
Kern County	871,337	8%	24%	8%	15%	25%	10%	10%
Kings County	150,261	8%	22%	9%	17%	26%	9%	9%
Tulare County	455,769	9%	26%	8%	14%	24%	10%	10%
Source: Applied Development, Inc, based on US Census ACS 5-Year Sample 2012-2016 Table S0101								

Table A-5: Race/ Ethnicity

Jurisdiction	All persons	White	Latino	Black	Native American	Asian\PI	Other
United States	318,558,162	62%	17%	12%	1%	5%	3%
California	38,654,206	38%	39%	6%	0%	14%	3%
Imperial County	178,807	12%	83%	2%	1%	1%	1%
Brawley city	25,776	14%	83%	1%	0%	1%	1%
Calexico city	39,750	2%	97%	0%	0%	1%	0%
Calipatria city	7,511	6%	77%	15%	0%	1%	1%
El Centro city	43,699	10%	85%	2%	0%	2%	1%
Heber CDP	4,287	0%	100%	0%	0%	0%	0%
Holtville city	6,230	21%	78%	0%	0%	0%	1%
Imperial city	16,583	16%	76%	3%	0%	2%	2%
Westmorland city	2,014	8%	88%	3%	1%	0%	1%
Niland CDP	868	29%	66%	0%	0%	0%	5%
Ocotillo CDP	126	100%	0%	0%	0%	0%	0%
Palo Verde CDP	81	100%	0%	0%	0%	0%	0%
Salton City CDP	5,217	29%	68%	2%	0%	0%	1%
Salton Sea Beach CDP	501	48%	50%	0%	0%	0%	2%
Bombay Beach CDP	317	84%	6%	7%	0%	3%	0%
Seeley CDP	1,626	7%	89%	0%	0%	0%	4%
Desert Shores CDP	1,173	10%	86%	4%	0%	0%	0%
Winterhaven CDP	212	25%	19%	0%	32%	0%	24%
Rest of Imperial County	22,836	23%	63%	6%	4%	2%	2%
Yuma city, Arizona	93,704	34%	59%	3%	1%	2%	2%
Somerton city, Arizona	14,866	3%	97%	0%	1%	0%	0%
Wellton town, Arizona	2,947	60%	32%	6%	0%	0%	3%
Riverside County	2,323,892	37%	47%	6%	0%	6%	3%
San Bernardino County	2,106,754	30%	52%	8%	0%	7%	3%
San Diego County	3,253,356	47%	33%	5%	0%	12%	3%
Fresno County	963,160	31%	52%	5%	0%	10%	2%
Kern County	871,337	36%	52%	5%	1%	5%	2%
Kings County	150,261	34%	53%	6%	1%	4%	3%
Tulare County	455,769	30%	63%	1%	1%	3%	2%
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table B03002							

Table A-6: Persons with Limited English Speaking Ability

Jurisdiction	Total households	Households: English-speaking	Households: Limited English-speaking	Households: Limited English-speaking: percent
United States	117,716,237	112,433,177	5,283,060	5%
California	12,807,387	11,606,208	1,201,179	10%
Imperial County	45,800	36,007	9,793	27%
Brawley city	7,080	5,958	1,122	19%
Calexico city	9,261	5,546	3,715	67%
Calipatria city	918	752	166	22%
El Centro city	12,352	10,068	2,284	23%
Heber CDP	980	581	399	69%
Holtville city	1,742	1,175	567	48%
Imperial city	4,360	4,119	241	6%
Westmorland city	566	398	168	42%
Niland CDP	338	301	37	12%
Ocotillo CDP	41	41	0	0%
Palo Verde CDP	72	72	0	0%
Salton City CDP	1,534	1,348	186	14%
Salton Sea Beach CDP	196	186	10	5%
Bombay Beach CDP	179	179	0	0%
Seeley CDP	421	310	111	36%
Desert Shores CDP	392	305	87	29%
Winterhaven CDP	131	131	0	0%
Rest of Imperial Co.	5,237	4,537	700	15%
Yuma city, Arizona	33,142	30,180	2,962	10%
Somerton city, Arizona	4,411	3,165	1,246	39%
Wellton town, Arizona	1,265	1,228	37	3%
Riverside County	705,716	656,778	48,938	7%
San Bernardino County	618,922	574,944	43,978	8%
San Diego County	1,103,128	1,024,661	78,467	8%
Fresno County	299,456	269,190	30,266	11%
Kern County	262,337	239,325	23,012	10%

Kings County	41,845	37,823	4,022	11%
Tulare County	134,153	114,167	19,986	18%
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S1602				

Table A-7: Type of Household

Jurisdiction	Total households	Married-couple family household	Male householder, no wife present	Female householder, no husband present	Nonfamily household
United States	117,716,237	48%	5%	13%	34%
California	12,807,387	49%	6%	13%	31%
Imperial County	45,800	52%	6%	19%	23%
Brawley city	7,080	49%	7%	21%	23%
Calexico city	9,261	55%	4%	23%	17%
Calipatria city	918	44%	21%	20%	15%
El Centro city	12,352	48%	6%	22%	25%
Heber CDP	980	60%	3%	28%	9%
Holtville city	1,742	52%	11%	15%	22%
Imperial city	4,360	64%	4%	12%	19%
Westmorland city	566	46%	5%	22%	27%
Niland CDP	338	36%	10%	15%	39%
Ocotillo CDP	41	27%	22%	39%	12%
Palo Verde CDP	72	0%	0%	0%	100%
Salton City CDP	1,534	42%	14%	10%	35%
Salton Sea Beach CDP	196	33%	0%	31%	36%
Bombay Beach CDP	179	4%	30%	0%	66%
Seeley CDP	421	50%	2%	31%	17%
Desert Shores CDP	392	42%	0%	2%	55%
Winterhaven CDP	131	14%	7%	5%	75%
Rest of Imperial County	5,237	56%	6%	14%	23%
Yuma city, Arizona	33,142	53%	6%	13%	28%
Somerton city, Arizona	4,411	60%	8%	20%	11%
Wellton town, Arizona	1,265	65%	2%	13%	20%
Riverside County	705,716	54%	6%	13%	26%
San Bernardino County	618,922	51%	7%	17%	24%
San Diego County	1,103,128	50%	5%	12%	33%
Fresno County	299,456	47%	8%	18%	27%

Kern County	262,337	51%	7%	16%	25%
Kings County	41,845	51%	7%	18%	24%
Tulare County	134,153	52%	8%	17%	22%
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S1101					

Table A-8: Household Size

Jurisdiction	Total households	Married-couple family household	Single-Parent family household	Nonfamily household
United States	2.6	3.3	3.5	1.3
California	3.0	3.6	3.8	1.4
Imperial County	3.7	4.4	4.4	1.3
Brawley city	3.6	4.1	4.7	1.3
Calexico city	4.3	4.9	5.0	1.2
Calipatria city	3.8	4.1	4.3	1.2
El Centro city	3.5	4.3	4.0	1.3
Heber CDP	4.4	5.1	4.0	-
Holtville city	3.6	4.5	3.9	1.1
Imperial city	3.8	4.4	4.3	1.2
Westmorland city	3.6	4.2	4.8	1.2
Niland CDP	2.6	3.9	3.1	1.3
Ocotillo CDP	3.1	2.1	3.9	-
Palo Verde CDP	1.1	-	-	1.1
Salton City CDP	3.4	4.2	5.2	1.3
Salton Sea Beach CDP	2.6	2.2	4.8	-
Bombay Beach CDP	1.8	3.4	3.2	-
Seeley CDP	3.9	4.9	3.4	1.8
Desert Shores CDP	3.0	5.5	3.4	1.1
Winterhaven CDP	1.6	1.9	5.3	1.3
Rest of Imperial County	4.4	4.9	-	1.4
Yuma city, Arizona	2.7	3.4	3.2	1.2
Somerton city, Arizona	3.4	4.0	2.9	1.4
Wellton town, Arizona	2.3	2.5	2.9	1.4
Riverside County	3.3	3.9	4.1	1.3

San Bernardino County	3.3	3.9	4.0	1.3
San Diego County	2.9	3.5	3.7	1.5
Fresno County	3.2	3.8	3.8	1.4
Kern County	3.2	3.8	3.9	1.3
Kings County	3.2	3.8	3.7	1.4
Tulare County	3.4	3.9	4.0	1.3
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S1101				

Table A-9: Housing Tenure

Jurisdiction	Occupied Units	Owner-Occupied	Renter-Occupied	Homeownership Rate
United States	117,716,237	74,881,068	42,835,169	64%
California	12,807,387	6,929,007	5,878,380	54%
Imperial County	45,800	25,544	20,256	56%
Brawley city	7,080	3,785	3,295	53%
Calexico city	9,261	4,711	4,550	51%
Calipatria city	918	457	461	50%
El Centro city	12,352	6,155	6,197	50%
Heber CDP	980	613	367	63%
Holtville city	1,742	974	768	56%
Imperial city	4,360	3,252	1,108	75%
Westmorland city	566	246	320	43%
Niland CDP	338	230	108	68%
Ocotillo CDP	41	37	4	90%
Palo Verde CDP	72	43	29	60%
Salton City CDP	1,534	826	708	54%
Salton Sea Beach CDP	196	135	61	69%
Bombay Beach CDP	179	148	31	83%
Seeley CDP	421	170	251	40%
Desert Shores CDP	392	247	145	63%
Winterhaven CDP	131	58	73	44%
Rest of Imperial Co.	5,237	3,457	1,780	66%
Yuma city, Arizona	33,142	19,616	13,526	59%
Somerton city, Arizona	4,411	3,079	1,332	70%
Wellton town, Arizona	1,265	984	281	78%

Riverside County	705,716	454,924	250,792	64%
San Bernardino County	618,922	365,576	253,346	59%
San Diego County	1,103,128	581,635	521,493	53%
Fresno County	299,456	157,227	142,229	53%
Kern County	262,337	149,309	113,028	57%
Kings County	41,845	20,980	20,865	50%
Tulare County	134,153	75,761	58,392	56%
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Tables B25002 and b2500				

Table A-10: Housing Values and Rents

Jurisdiction	Owner-Occupied Units			Renter-Occupied Units		
	25th percentile value	50th percentile value (median)	75th percentile value	25th percentile rent	50th percentile rent (median)	75th percentile rent
United States	\$104,600	\$184,700	\$326,600	\$550	\$798	\$1,166
California	\$242,600	\$409,300	\$677,200	\$844	\$1,181	\$1,672
Imperial County	\$103,800	\$159,000	\$224,400	\$464	\$641	\$858
Brawley city	\$105,300	\$150,100	\$197,100	\$437	\$611	\$819
Calexico city	\$123,400	\$165,300	\$229,300	\$482	\$678	\$965
Calipatria city	\$66,800	\$93,200	\$135,300	\$493	\$580	\$742
El Centro city	\$108,500	\$164,900	\$235,100	\$488	\$636	\$804
Heber CDP	\$115,700	\$152,800	\$171,200	\$372	\$634	\$816
Holtville city	\$97,100	\$150,900	\$184,900	\$438	\$543	\$813
Imperial city	\$151,100	\$194,200	\$246,400	\$762	\$1,011	\$1,189
Westmorland city	\$86,200	\$105,600	\$162,100	\$406	\$521	\$630
Niland CDP	\$37,700	\$58,700	\$83,700	\$324	\$347	\$423
Ocotillo CDP	\$72,700	-	-	-	-	-
Palo Verde CDP	-	-	-	-	-	-
Salton City CDP	\$60,700	\$86,600	\$124,400	\$612	\$680	\$756
Salton Sea Beach CDP	\$34,200	\$65,400	\$86,600	-	-	-
Bombay Beach CDP	\$32,800	\$44,500	-	\$308	-	-
Seeley CDP	\$65,800	\$100,000	\$168,800	\$469	\$582	\$726
Desert Shores CDP	\$34,200	\$56,300	\$154,200	\$422	\$444	\$627
Winterhaven CDP	\$68,100	\$74,200	\$79,800	\$280	\$366	\$417
Rest of Imperial Co.	\$53,300	\$75,160	\$122,180	\$421	\$484	\$590
Yuma city, Arizona	\$81,800	\$120,200	\$179,800	\$538	\$718	\$891
Somerton city, Arizona	\$85,200	\$112,800	\$140,400	\$253	\$497	\$723
Wellton town, Arizona	\$23,800	\$39,800	\$125,500	\$385	\$529	\$577

Riverside County	\$171,300	\$276,300	\$393,000	\$788	\$1,062	\$1,426
San Bernardino County	\$155,900	\$256,000	\$382,300	\$759	\$991	\$1,319
San Diego County	\$318,200	\$454,600	\$675,600	\$984	\$1,307	\$1,787
Fresno County	\$131,500	\$204,900	\$303,100	\$600	\$765	\$987
Kern County	\$110,100	\$175,600	\$265,800	\$591	\$755	\$1,013
Kings County	\$115,600	\$172,000	\$242,900	\$560	\$732	\$994
Tulare County	\$112,900	\$169,600	\$259,100	\$525	\$693	\$898

Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Tables B25057, B25058, B25059, B25076, B25077, and B25077

Table A-11: Percent of Overcrowded Housing by Tenure

Jurisdiction	Owner-Occupied Units			Renter-Occupied Units		
	1.0 or less persons per room	1.01 to 1.50 persons per room	1.51 or more persons per room	1.0 or less persons per room	1.01 to 1.50 persons per room	1.51 or more persons per room
United States	98.3%	1.3%	0.4%	93.8%	4.1%	2.1%
California	96.0%	3.0%	1.0%	86.8%	8.2%	5.0%
Imperial County	93.4%	4.6%	2.0%	84.7%	12.3%	3.0%
Brawley city	94.1%	4.0%	2.0%	85.0%	11.5%	3.6%
Calexico city	90.0%	6.8%	3.2%	82.6%	14.4%	2.9%
Calipatria city	96.7%	3.3%	0.0%	81.8%	14.3%	3.9%
El Centro city	93.3%	4.8%	1.9%	85.0%	11.7%	3.3%
Heber CDP	93.0%	7.0%	0.0%	82.0%	7.9%	10.1%
Holtville city	100.0%	0.0%	0.0%	86.5%	9.9%	3.6%
Imperial city	94.9%	3.6%	1.5%	86.6%	13.4%	0.0%
Westmorland city	91.9%	8.1%	0.0%	82.8%	15.0%	2.2%
Niland CDP	92.2%	7.8%	0.0%	100.0%	0.0%	0.0%
Ocotillo CDP	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Palo Verde CDP	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Salton City CDP	93.3%	3.4%	3.3%	82.6%	17.4%	0.0%
Salton Sea Beach CDP	100.0%	0.0%	0.0%	57.4%	42.6%	0.0%
Bombay Beach CDP	96.6%	0.0%	3.4%	100.0%	0.0%	0.0%
Seeley CDP	100.0%	0.0%	0.0%	88.0%	12.0%	0.0%
Desert Shores CDP	91.9%	3.6%	4.5%	80.0%	20.0%	0.0%
Winterhaven CDP	100.0%	0.0%	0.0%	87.7%	12.3%	0.0%
Rest of Imperial Co.	93.2%	4.6%	2.2%	88.2%	8.3%	3.5%
Yuma city, Arizona	94.3%	4.2%	1.5%	94.5%	4.2%	1.3%

Somerton city, Arizona	94.2%	4.6%	1.2%	94.3%	5.1%	0.6%
Wellton town, Arizona	98.3%	0.9%	0.8%	100.0%	0.0%	0.0%
Riverside County	95.6%	3.4%	1.1%	87.6%	9.2%	3.2%
San Bernardino County	94.6%	4.2%	1.2%	86.3%	9.9%	3.8%
San Diego County	97.3%	2.0%	0.7%	89.4%	7.0%	3.6%
Fresno County	94.8%	4.2%	1.0%	85.8%	10.6%	3.6%
Kern County	95.0%	4.2%	0.9%	85.5%	10.9%	3.6%
Kings County	94.1%	4.3%	1.5%	87.7%	9.1%	3.2%
Tulare County	93.8%	4.8%	1.4%	85.3%	11.1%	3.5%
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2501						

Table A-12: 2014-2021 Regional Housing Needs (RHNA) Objectives (New Construction)

Jurisdiction	Income Category					Total
	Extremely Low	Very Low	Low	Moderate	Above Moderate	
Imperial County	200	200	416	624	624	2,064
Brawley	10	30	60	1,300	1,400	2,800
Calexico	408	409	489	490	1,428	3,224
Calapatria		37	22	22	63	144
El Centro	226	261	300	297	840	1,924
Holtville		54	31	32	92	209
Imperial		349	205	202	553	1,309
Westmorland		57	35	36	105	233
Total	844	1,397	1,558	3,003	5,105	11,907
Source: City Housing Elements and SCAG RHNA Summary.						

Table A-13: Educational Attainment

	Population 25 and Over	Less Than High School diploma\GED	High School diploma\GED	Some College	AA	Bachelors degree	Graduate or Profes. Degree	
United States	213,649,147	13%	28%	21%	8%	19%	12%	
California	25,554,412	18%	21%	22%	8%	20%	12%	
Imperial County	107,679	33%	22%	24%	7%	10%	4%	
Brawley city	15,305	28%	25%	28%	7%	9%	2%	
Calexico city	23,499	41%	18%	21%	5%	11%	3%	
Calipatria city	5,056	42%	32%	20%	4%	2%	1%	
El Centro city	26,353	31%	20%	23%	8%	11%	7%	
Heber CDP	2,189	44%	24%	17%	4%	7%	5%	
Holtville city	3,522	42%	20%	19%	6%	12%	2%	
Imperial city	9,346	15%	20%	34%	10%	14%	7%	
Westmorland city	1,173	43%	21%	22%	5%	7%	1%	
Niland CDP	547	53%	28%	12%	7%	0%	0%	
Ocotillo CDP	70	19%	19%	40%	0%	23%	0%	
Palo Verde CDP	81	26%	37%	37%	0%	0%	0%	
Salton City CDP	3,074	35%	32%	19%	4%	7%	3%	
Salton Sea Beach CDP	294	37%	41%	15%	0%	7%	0%	
Bombay Beach CDP	280	11%	41%	34%	2%	6%	6%	
Seeley CDP	899	34%	20%	35%	7%	4%	0%	
Desert Shores CDP	671	54%	19%	15%	0%	11%	0%	
Winterhaven CDP	172	53%	35%	8%	0%	5%	0%	
Rest of Imperial County	15,148	30%	27%	26%	6%	8%	3%	
Yuma city, Arizona	55,872	22%	26%	26%	8%	11%	7%	
Somerton city, Arizona	7,920	48%	22%	14%	8%	6%	3%	
Wellton town, Arizona	2,537	23%	35%	22%	9%	7%	5%	
Riverside County	1,468,896	20%	26%	26%	8%	13%	8%	
San Bernardino County	1,293,779	21%	26%	25%	8%	13%	7%	
San Diego County	2,161,760	14%	19%	22%	9%	23%	14%	
Fresno County	579,136	26%	23%	23%	8%	13%	7%	
Kern County	518,804	26%	27%	24%	7%	10%	5%	
Kings County	91,823	27%	26%	26%	8%	9%	4%	
Tulare County	263,099	32%	25%	22%	7%	9%	5%	
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S1501								

Table A-14: Type of 4-yr College Degree

Jurisdiction	Population 25 and Over	Bachelors degree or higher	Science and Engineering field	Science and Engineering Related field	Business field	Education field	Arts, Humanities, others field
United States	213,649,147	64,767,787	35%	9%	20%	13%	23%
California	25,554,412	8,176,487	41%	8%	19%	7%	26%
Imperial County	107,679	15,029	32%	6%	17%	20%	25%
Brawley city	15,305	1,754	19%	4%	18%	24%	36%
Calexico city	23,499	3,396	33%	5%	20%	20%	21%
Calipatria city	5,056	150	30%	0%	7%	8%	55%
El Centro city	26,353	4,755	35%	8%	17%	19%	22%
Heber CDP	2,189	251	32%	0%	36%	22%	10%
Holtville city	3,522	464	31%	0%	5%	33%	30%
Imperial city	9,346	1,950	31%	9%	15%	17%	28%
Westmorland city	1,173	103	23%	5%	17%	17%	38%
Niland CDP	547	0	0%	0%	0%	0%	0%
Ocotillo CDP	70	16	0%	0%	0%	100%	0%
Palo Verde CDP	81	0	0%	0%	0%	0%	0%
Salton City CDP	3,074	314	35%	14%	26%	9%	15%
Salton Sea Beach CDP	294	21	100%	0%	0%	0%	0%
Bombay Beach CDP	280	35	0%	0%	49%	0%	51%
Seeley CDP	899	33	64%	0%	0%	0%	36%
Desert Shores CDP	671	77	29%	0%	71%	0%	0%
Winterhaven CDP	172	8	0%	0%	0%	0%	100%
Rest of Imperial County	15,148	1,702	36%	6%	12%	20%	27%
Yuma city, Arizona	55,872	9,628	29%	11%	18%	20%	22%
Somerton city, Arizona	7,920	713	9%	9%	15%	27%	41%
Wellton town, Arizona	2,537	296	27%	17%	11%	35%	9%
Riverside County	1,468,896	311,245	33%	10%	22%	10%	24%
San Bernardino County	1,293,779	249,922	34%	11%	21%	10%	24%
San Diego County	2,161,760	788,922	42%	8%	19%	8%	23%
Fresno County	579,136	114,275	32%	11%	18%	11%	28%
Kern County	518,804	81,269	36%	9%	18%	12%	24%
Kings County	91,823	11,743	32%	9%	19%	15%	25%
Tulare County	263,099	36,813	32%	9%	17%	16%	26%

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Table A-15: Trends in Public School Enrollment by Districts: Imperial County: Elementary Schools

Jurisdiction	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	06/07 - 11/12 CAGR	11/12 - 16/17 CAGR
Imperial County	18,295	18,340	18,475	18,545	18,306	18,183	18,107	18,758	18,441	18,482	18,530	-0.1%	0.4%
Brawley Elementary	2,839	2,829	2,906	3,004	2,972	2,902	2,946	3,514	3,057	3,123	3,131	0.4%	1.5%
Calexico Unified	4,697	4,685	4,688	4,662	4,629	4,584	4,626	4,574	4,632	4,595	4,581	-0.5%	0.0%
Calipatria Unified	180	119	117	114	118	97	92	93	89	87	71	-11.6%	-6.0%
El Centro Elementary	3,926	3,814	3,760	3,646	3,499	3,565	3,404	3,413	3,439	3,474	3,423	-1.9%	-0.8%
Heber Elementary	868	967	1,037	1,101	1,157	1,139	1,170	1,206	1,233	1,218	1,245	5.6%	1.8%
Holtville Unified	847	833	799	805	779	736	734	697	730	732	726	-2.8%	-0.3%
Imperial Unified	1,519	1,648	1,737	1,691	1,672	1,658	1,708	1,762	1,792	1,846	1,864	1.8%	2.4%
Magnolia Union Elementary	120	114	118	111	129	131	135	134	130	124	136	1.8%	0.8%
McCabe Union Elementary	995	1,065	1,126	1,160	1,222	1,237	1,267	1,352	1,368	1,364	1,389	4.5%	2.3%
Meadows Union Elementary	480	483	483	478	490	478	475	468	449	459	488	-0.1%	0.4%
Mulberry Elementary	70	78	73	90	83	91	91	84	85	76	90	5.4%	-0.2%
San Pasqual Valley Unified	377	390	395	449	399	414	405	400	384	351	336	1.9%	-4.1%
Seeley Union Elementary	984	928	872	850	784	766	690	698	690	674	670	-4.9%	-2.6%
Westmorland Union Elementary	393	387	364	384	373	385	364	363	363	359	380	-0.4%	-0.3%

Source: ADE, Inc., based on California Dept. of Education, School Enrollment (<https://www.cde.ca.gov/ds/sd/sd/filesenr.asp>). *Note: CAGR = compound annual growth rate.

Table A-16: Trends in Public School Enrollment by Districts: Imperial County: Middle Schools

Jurisdiction	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	06/07 - 11/12 CAGR	11/12 - 16/17 CAGR
Imperial County	4,419	4,517	4,478	4,431	4,519	4,483	4,446	4,031	4,359	4,406	4,480	0.3%	0.0%
Brawley Elementary	863	794	774	790	804	823	861	487	821	788	861	-0.9%	0.9%
Calexico Unified	1,255	1,338	1,389	1,372	1,414	1,457	1,439	1,435	1,460	1,464	1,453	3.0%	-0.1%
Calipatria Unified	278	323	332	324	353	393	385	370	351	354	356	7.2%	-2.0%
El Centro Elementary	687	708	680	601	548	389	388	365	353	372	364	-10.8%	-1.3%
Holtville Unified	372	341	317	312	315	304	301	302	289	285	282	-4.0%	-1.5%
Imperial Unified	773	837	826	885	910	944	910	889	918	964	988	4.1%	0.9%
San Pasqual Valley Unified	191	176	160	147	175	173	162	183	167	179	176	-2.0%	0.3%

Source: ADE, Inc., based on California Dept. of Education, School Enrollment (<https://www.cde.ca.gov/ds/sd/sd/filesenr.asp>). *Note: CAGR = compound annual growth rate.

Table A-17: Trends in Public School Enrollment by Districts: Imperial County: High School and Others

Jurisdiction	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	06/07 - 11/12 CAGR	11/12 - 16/17 CAGR
Imperial County	12,964	12,998	12,860	12,924	13,149	13,455	14,604	14,799	14,961	15,161	15,170	0.7%	2.4%
Brawley Union High	1,944	1,980	1,952	1,932	1,871	1,808	1,834	1,877	1,878	1,885	1,846	-1.4%	0.4%
Calexico Unified	2,409	2,362	2,344	2,348	2,324	2,366	3,138	3,138	3,171	3,207	3,218	-0.4%	6.3%
Calipatria Unified	742	714	741	745	700	702	714	711	756	703	723	-1.1%	0.6%
Central Union High	4,236	4,221	4,169	4,102	4,009	4,056	4,104	4,067	4,106	4,120	4,119	-0.9%	0.3%
El Centro Elementary	1,201	1,222	1,204	1,417	1,890	2,171	2,442	2,591	2,538	2,673	2,534	12.6%	3.1%
Holtville Unified	622	607	585	595	550	556	551	551	578	568	590	-2.2%	1.2%
Imperial County Office of Education	695	759	692	655	619	559	540	524	543	585	670	-4.3%	3.7%

Imperial Unified	919	929	982	979	1,010	1,061	1,093	1,152	1,187	1,225	1,270	2.9%	3.7%
San Pasqual Valley Unified	196	204	191	151	176	176	188	188	204	195	200	-2.1%	2.6%

Source: ADE, Inc., based on California Dept. of Education, School Enrollment (<https://www.cde.ca.gov/ds/sd/sd/filesenr.asp>). *Note: CAGR = compound annual growth rate.

Table A-18: Trends in 8th Grade CAASPP Math Mean Score

Jurisdiction	2015	2016	2017
Imperial County	2,512	2,529	2,523
Imperial County Office Of Education	2,384	2,368	2,395
Brawley Elementary	2,492	2,496	2,491
Calexico Unified	2,508	2,528	2,501
Calipatria Unified	2,516	2,485	2,488
El Centro Elementary	2,494	2,517	2,530
Heber Elementary	2,541	2,573	2,586
Holtville Unified	2,552	2,552	2,570
Imperial Unified	2,523	2,546	2,539
Magnolia Union Elementary	2,611	2,667	2,608
Mccabe Union Elementary	2,565	2,629	2,592
Meadows Union Elementary	2,536	2,540	2,563
San Pasqual Valley Unified	2,465	2,457	2,461
Seeley Union Elementary	2,530	2,520	2,539
Westmorland Union Elementary	2,481	2,518	2,514
California	2,534	2,541	2,540
Riverside	2,513	2,523	2,521
San Bernardino	2,513	2,517	2,517
San Diego	2,547	2,554	2,555
Fresno	2,514	2,521	2,517
Kings	2,513	2,522	2,520
Tulare	2,505	2,516	2,506
Kern	2,505	2,511	2,508
Source: California Department of Education, CAASPP Research Data			

Table A-19: Trends in 11th Grade CAASPP Math Mean Score

Jurisdiction	2015	2016	2017
Imperial County	2,526	2,537	2,534
Imperial County Office Of Education	2,409	2,435	2,423
Brawley Elementary	2,502	2,501	2,507
Calexico Unified	2,466	2,475	2,473
Calipatria Unified	2,555	2,564	2,577
Central Union High	2,516	2,545	2,530
Holtville Unified	2,549	2,564	2,570
Holtville Unified	2,613	2,568	2,530
Imperial Unified	2,466	2,483	2,469
San Pasqual Valley Unified	2,560	2,568	2,565
California	2,543	2,552	2,546
Riverside	2,539	2,543	2,540
San Bernardino	2,577	2,583	2,579
San Diego	2,533	2,542	2,543
Fresno	2,523	2,519	2,518
Kings	2,527	2,533	2,526
Tulare	2,536	2,539	2,528
Kern	2,526	2,537	2,534

Source: California Department of Education, CAASPP Research Data

Table A-20: Trends in 8th Grade CAASPP Reading Mean Score

Jurisdiction	2015	2016	2017
Imperial County	2,533	2,546	2,541
Imperial County Office Of Education	2,414	2,421	2,432
Brawley Elementary	2,523	2,548	2,541
Calexico Unified	2,507	2,522	2,508
Calipatria Unified	2,558	2,545	2,549
El Centro Elementary	2,520	2,538	2,540
Heber Elementary	2,561	2,576	2,584
Holtville Unified	2,572	2,580	2,571
Imperial Unified	2,562	2,588	2,577
Magnolia Union Elementary	2,602	2,626	2,583
Mccabe Union Elementary	2,583	2,586	2,570
Meadows Union Elementary	2,559	2,548	2,570
San Pasqual Valley Unified	2,497	2,497	2,492
Seeley Union Elementary	2,553	2,548	2,522
Westmorland Union Elementary	2,505	2,498	2,511
California	2,553	2,560	2,559
Riverside	2,543	2,550	2,546
San Bernardino	2,538	2,543	2,543
San Diego	2,565	2,574	2,575
Fresno	2,537	2,547	2,545
Kings	2,540	2,548	2,547
Tulare	2,532	2,543	2,540
Kern	2,530	2,537	2,539
Source: California Department of Education, CAASPP Research Data			

Table A-21: Trends in 11th Grade CAASPP Reading Mean Score

Jurisdiction	2015	2016	2017
Imperial County	2,551	2,537	2,534
Imperial County Office Of Education	2,461	2,435	2,423
Brawley Elementary	2,525	2,501	2,507
Calexico Unified	2,473	2,475	2,473
Calipatria Unified	2,613	2,564	2,577
Central Union High	2,578	2,545	2,530
Holtville Unified	2,585	2,564	2,570
Holtville Unified	2,633	2,568	2,530
Imperial Unified	2,489	2,483	2,469
San Pasqual Valley Unified	2,592	2,568	2,565
California	2,583	2,552	2,546
Riverside	2,579	2,543	2,540
San Bernardino	2,602	2,583	2,579
San Diego	2,576	2,542	2,543
Fresno	2,573	2,519	2,518
Kings	2,571	2,533	2,526
Tulare	2,570	2,539	2,528
Kern	2,551	2,537	2,534

Source: California Department of Education, CAASPP Research Data

Table A-22: Trends in Number of Students Taking College Preparatory S.A.T. Examination

Jurisdiction	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	06/07 - 11/12 CAGR	11/12 - 16/17 CAGR
Imperial County	589	738	740	667	588	638	785	840	816	898	867	2%	6%
Brawley Union High	115	135	152	107	71	83	99	139	129	156	139	-6%	11%
Calexico Unified	101	119	141	146	131	159	197	214	220	216	210	10%	6%
Calipatria Unified	19	32	24	22	21	32	27	26	21	23	32	11%	0%
Central Union High	221	303	282	266	243	248	319	322	305	322	313	2%	5%
Holtville Unified	78	72	82	64	57	43	66	52	42	67	58	-11%	6%
Imperial County Office of Education	0	0	0	0	0	0	0	0	0	0	0		
Imperial Unified	53	63	56	62	60	65	74	86	96	105	102	4%	9%
San Pasqual Valley Unified	2	14	3	0	5	8	3	1	3	9	13	32%	10%
<i>Students Taking SAT Exam as Percent of All Twelfth Graders</i>													
Imperial County	25%	29%	28%	25%	21%	26%	31%	33%	32%	33%	32%		
Brawley Union High	25%	29%	29%	23%	15%	16%	24%	30%	29%	33%	31%		
Calexico Unified	16%	17%	21%	19%	17%	23%	27%	31%	30%	28%	28%		
Calipatria Unified	23%	34%	34%	29%	22%	38%	35%	29%	34%	32%	42%		
Central Union High	28%	37%	30%	29%	25%	28%	35%	36%	34%	36%	35%		
Holtville Unified	60%	42%	51%	48%	43%	33%	43%	39%	37%	47%	44%		
Imperial County Office of Education	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
Imperial Unified	34%	33%	33%	34%	30%	100%	38%	46%	44%	45%	40%		
San Pasqual Valley Unified	6%	31%	7%	0%	16%	20%	10%	4%	10%	24%	23%		
California	37%	37%	36%	35%	33%	38%	39%	40%	41%	42%	43%		
Riverside County	30%	30%	30%	30%	28%	32%	35%	36%	42%	43%	56%		
San Bernardino County	30%	30%	29%	26%	24%	29%	31%	32%	36%	39%	42%		
San Diego County	40%	38%	36%	35%	35%	39%	40%	40%	43%	45%	45%		
Fresno County	28%	31%	29%	28%	27%	33%	34%	35%	39%	42%	43%		
Kings County	23%	24%	23%	23%	23%	24%	24%	25%	31%	32%	30%		
Tulare County	23%	22%	23%	22%	23%	26%	28%	30%	33%	36%	35%		

Jurisdiction	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	06/07 - 11/12 CAGR	11/12 - 16/17 CAGR
Kern County	23%	24%	22%	22%	20%	27%	28%	30%	33%	36%	36%		

Source: California Department of Education, Postsecondary Preparation (<https://www.cde.ca.gov/ds/sp/ai/>). *Note: CAGR = compound annual growth rate.

Table A-23: Trends in Average Total S.A.T. Scores

Jurisdiction	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Imperial County	1,344	1,332	1,298	1,338	1,395	1,366	1,369	1,362	1,386	1,368	1,380
Brawley Union High	1,356	1,362	1,329	1,363	1,462	1,443	1,417	1,362	1,427	1,345	1,368
Calexico Unified	1,379	1,365	1,247	1,322	1,330	1,341	1,315	1,321	1,336	1,288	1,340
Calipatria Unified	1,214	1,277	1,205	1,220	1,326	1,231	1,295	1,344	1,276	1,363	1,401
Central Union High	1,383	1,375	1,358	1,363	1,404	1,374	1,369	1,402	1,434	1,422	1,408
Holtville Unified	1,296	1,263	1,243	1,312	1,373	1,342	1,346	1,284	1,398	1,326	1,320
Imperial County Office of Education	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na
Imperial Unified	1,434	1,350	1,407	1,449	1,474	1,467	1,471	1,458	1,442	1,463	1,446
San Pasqual Valley Unified*	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na
California	1,462	1,450	1,449	1,448	1,462	1,449	1,436	1,434	1,487	1,473	1,455
Riverside County	1,404	1,396	1,386	1,396	1,413	1,408	1,391	1,394	1,393	1,386	1,339
San Bernardino County	1,410	1,405	1,404	1,406	1,420	1,413	1,410	1,398	1,399	1,390	1,382
San Diego County	1,454	1,444	1,468	1,448	1,472	1,474	1,461	1,472	1,493	1,480	1,474
Fresno County	1,360	1,336	1,338	1,361	1,376	1,361	1,352	1,354	1,336	1,317	1,317
Kings County	1,330	1,344	1,345	1,347	1,358	1,355	1,339	1,370	1,350	1,325	1,351
Tulare County	1,361	1,393	1,383	1,359	1,373	1,362	1,351	1,336	1,340	1,341	1,329
Kern County	1,416	1,404	1,404	1,401	1,424	1,403	1,389	1,382	1,396	1,373	1,371

Source: California Department of Education, Postsecondary Preparation (<https://www.cde.ca.gov/ds/sp/ai/>) *Note: CAGR = compound annual growth rate. *Note: San Pasquale valley Unified SAT scores not publicly released due to limited number of students taking the test.

Table A-24: Trends in Number of Graduating Students

Jurisdiction	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	06/07 - 11/12 CAGR	11/12 - 16/17 CAGR
Imperial County	2086	2243	2241	2421	2368	2326	2342	2343	2509	2577	2699	2%	3%
Brawley Union High	352	413	353	388	452	371	414	403	430	412	469	1%	5%
Calexico Unified	506	536	644	642	601	626	598	640	701	725	729	4%	3%
Calipatria Unified	91	73	68	87	79	77	86	53	65	78	83	-3%	2%
Central Union High	746	864	840	949	873	876	877	858	891	902	898	3%	0%
Holtville Unified	155	150	113	124	124	144	122	110	137	124	138	-1%	-1%
Imperial County Office of Education	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na
Imperial Unified	188	164	195	200	194	199	212	234	246	258	284	1%	7%
San Pasqual Valley Unified	47	43	28	31	42	33	26	28	24	41	35	-7%	1%
<i>Students Taking SAT Exam as Percent of All Twelfth Graders</i>													
Imperial County	82%	85%	85%	89%	95%	91%	92%	92%	93%	96%	96%		
Brawley Union High	76%	79%	74%	80%	89%	88%	90%	91%	91%	93%	96%		
Calexico Unified	74%	80%	84%	84%	88%	86%	88%	88%	90%	96%	98%		
Calipatria Unified	97%	100%	91%	91%	94%	99%	95%	87%	89%	100%	95%		
Central Union High	91%	93%	92%	99%	98%	97%	97%	97%	98%	100%	97%		
Holtville Unified	90%	94%	85%	93%	94%	95%	92%	96%	96%	94%	96%		
Imperial County Office of Education	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na	-- na		
Imperial Unified	99%	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
San Pasqual Valley Unified	100%	98%	72%	100%	100%	100%	100%	93%	63%	72%	85%		
California	80%	80%	80%	85%	84%	84%	85%	85%	86%	87%	89%		
Riverside County	78%	78%	81%	85%	82%	84%	83%	85%	89%	88%	100%		

Jurisdiction	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	06/07 - 11/12 CAGR	11/12 - 16/17 CAGR
San Bernardino County	77%	77%	75%	79%	80%	100%	81%	81%	84%	100%	89%		
San Diego County	74%	76%	76%	81%	80%	80%	80%	79%	80%	100%	84%		
Fresno County	78%	79%	78%	81%	82%	78%	80%	79%	82%	86%	90%		
Kings County	71%	73%	78%	79%	100%	75%	78%	78%	85%	85%	95%		
Tulare County	67%	76%	75%	81%	82%	100%	84%	85%	89%	89%	92%		
Kern County	72%	76%	74%	78%	100%	80%	82%	84%	87%	88%	90%		

Source: California Department of Education, Graduation By Race and Gender (<https://www.cde.ca.gov/ds/sd/sd/filesgrads.asp>) *Note: CAGR = compound annual growth rate.

Table A-25: Trends in Enrollment in Private Schools Operating in Imperial County

Grade Levels	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	06/07 - 11/12 CAGR	11/12 - 16/17 CAGR
Imperial County	2,046	1,976	1,795	1,692	1,603	1,586	1,603	1,639	1,637	1,611	1,419	-5%	-2%
Elementary level (K-5)	973	955	905	865	835	822	824	846	818	794	666	-3%	-4%
Middle school level (6-8)	545	498	442	399	377	373	387	407	433	415	362	-7%	-1%
High school level (9-12)	528	523	448	428	391	391	392	386	386	402	391	-6%	0%

Source: ADE, based on California Dept. of Education, Private Schools Directory, <https://www.cde.ca.gov/ds/si/ps/index.asp> *Note: CAGR = compound annual growth rate.

Table A-26: Trends in Enrollment at Imperial Valley College

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	06/07 - 11/12 CAGR	11/12 - 16/17 CAGR
Full-Time Students	6,672	7,154	7,426	7,195	7,290	6,119	6,053	6,625	6,873	6,812	6,854	-2%	2%

Table A-27: Number of Imperial Valley College Students Earning Certificates and AA Degree in 2016-217 By Major

Majors	School year 2016-2017 Completions		
	Numbers Receiving Certificates From Less Than One Year Programs	Numbers Receiving Certificates From 1 to 2 Year Programs	Numbers Earning Associates Degree
Total	561	0	1198
Agriculture, Agriculture Operations, and Related Sciences	2	-na	3
Biological And Biomedical Sciences	--na	-na	0
Business, Management, Marketing, and Related Support Services	12	-na	68
Communication, Journalism, and Related Programs	0	-na	6
Computer and Information Sciences and Support Services	2	-na	19
Construction Trades	5	0	0
Education	2	-na	0
Engineering	--na	-na	8
Engineering Technology and Engineering-Related Fields	16	-na	5
English Language and Literature/Letters	0	-na	9

Majors	School year 2016-2017 Completions		
	Numbers Receiving Certificates From Less Than One Year Programs	Numbers Receiving Certificates From 1 to 2 Year Programs	Numbers Earning Associates Degree
Family and Consumer Sciences/Human Sciences	27	-na	14
Foreign Languages, Literatures, and Linguistics	--na	-na	10
Health Professions and Related Programs	78	0	69
History	--na	-na	10
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	15	0	179
Legal Professions and Studies	1	-na	1
Liberal Arts and Sciences, General Studies and Humanities	368	-na	261
Library Science	0	-na	0
Mathematics and Statistics	0	-na	26
Mechanic and Repair Technologies/Technicians	20	-na	6
Multi/Interdisciplinary Studies	--na	-na	206
Parks, Recreation, Leisure, and Fitness Studies	--na	-na	10
Physical Sciences	--na	-na	3
Precision Production	12	-na	5
Psychology	--na	-na	198
Public Administration and Social Service Professions	1	-na	2
Social Sciences	0	-na	61
Visual and Performing Arts	--na	-na	19

Source: ADE, based on Nat'l Center for Education Statistics (<https://nces.ed.gov/collegenavigator/?q=Imperial+Valley+College&s=all&id=115861#programs>)

Table A-28: Trends in Enrollment at San Diego State University-Imperial Valley Campus

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	06/07 - 11/12 CAGR	11/12 - 16/17 CAGR

Full-Time Students	641	680	739	733	700	675	607	607	694	790	747	1%	2%
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Source: ADE, based on Imperial Community College District, Audit Report (many years). *Note: CAGR = compound annual growth rate.

Table A-29: Unemployment Rates, March 2017 – March 2018

Jurisdiction	Unemployment Rate		
	Mar-18	Feb-18	Mar-17
California	4.2%	4.5%	5.2%
Imperial County	15.3%	15.9%	18.4%
San Diego County	3.2%	3.5%	4.2%
Riverside County	4.2%	4.5%	5.5%
San Bernardino County	3.9%	4.3%	5.2%
Fresno County	8.7%	9.0%	10.3%
Kern County	9.6%	9.7%	11.5%
Kings County	9.2%	9.8%	11.2%
Tulare County	11.0%	11.4%	12.6%
Source: EDD California Labor Market Report			

Table A-30: Labor Force Participation for Prime Working Age Groups

Jurisdiction	All Ages (16 and over)				Persons 25 to 34				Persons 35 to 54			
	Total (16 and over)	In the Labor Force	Labor Force Partic. Rate	UE Rate	Total (25-34)	In the Labor Force	Labor Force Partic. Rate	UE Rate	Total (35-54)	In the Labor Force	Labor Force Partic. Rate	UE Rate
United States	253,323,709	160,860,555	64%	7%	43,397,907	35,673,080	82%	8%	84,008,866	68,267,175	81%	6%
California	30,565,746	19,378,683	63%	9%	5,701,167	4,623,375	81%	9%	10,374,225	8,330,053	80%	7%
Imperial County	133,170	70,980	53%	17%	25,057	17,448	70%	18%	43,170	29,895	69%	12%
Brawley city	18,545	10,589	57%	21%	3,631	2,988	82%	26%	5,944	4,337	73%	17%
Calexico city	29,365	16,444	56%	19%	4,652	3,669	79%	24%	9,250	6,982	75%	12%
Calipatria city	6,239	1,229	20%	17%	1,834	345	19%	13%	2,302	447	19%	19%
El Centro city	32,486	18,517	57%	15%	5,729	4,494	78%	13%	10,023	7,785	78%	11%
Heber CDP	2,991	1,756	59%	21%	483	406	84%	25%	982	855	87%	10%
Holtville city	4,325	2,227	52%	14%	842	766	91%	12%	1,373	941	69%	12%
Imperial city	11,740	7,913	67%	14%	2,672	2,213	83%	12%	4,408	3,615	82%	8%
Westmorland city	1,403	718	51%	15%	329	280	85%	17%	355	184	52%	8%
Niland CDP	679	448	66%	27%	83	83	100%	35%	138	106	77%	45%
Ocotillo CDP	103	38	37%	0%	8	4	50%	0%	16	0	0%	0%
Palo Verde CDP	81	30	37%	0%	0	0	0%	0%	0	0	0%	0%
Salton City CDP	3,722	2,006	54%	19%	761	510	67%	16%	1,268	860	68%	20%
Salton Sea Beach CDP	377	51	14%	20%	0	0	0%	0%	108	40	37%	25%
Bombay Beach CDP	303	61	20%	48%	0	0	0%	0%	9	2	22%	0%
Seeley CDP	1,186	696	59%	26%	174	120	69%	55%	410	328	80%	12%
Desert Shores CDP	818	465	57%	8%	199	106	53%	27%	211	191	91%	5%
Winterhaven CDP	172	43	25%	47%	0	0	0%	0%	78	29	37%	69%

Jurisdiction	All Ages (16 and over)				Persons 25 to 34				Persons 35 to 54			
	Total (16 and over)	In the Labor Force	Labor Force Partic. Rate	UE Rate	Total (25-34)	In the Labor Force	Labor Force Partic. Rate	UE Rate	Total (35-54)	In the Labor Force	Labor Force Partic. Rate	UE Rate
Rest of Imperial Co.	18,635	7,748	42%	15%	3,660	1,464	40%	16%	6,295	3,193	51%	11%
Yuma city, Arizona	70,851	43,715	62%	12%	13,500	10,739	80%	11%	20,519	16,840	82%	8%
Somerton city, Arizona	10,095	6,774	67%	13%	2,201	1,770	80%	8%	3,414	2,866	84%	14%
Wellton town, Arizona	2,608	535	21%	22%	110	71	65%	45%	511	304	60%	12%
Riverside County	1,782,752	1,071,434	60%	11%	313,835	246,377	79%	11%	599,492	468,464	78%	8%
San Bernardino County	1,598,512	962,304	60%	11%	306,145	230,381	75%	11%	543,500	410,337	75%	8%
San Diego County	2,607,875	1,697,727	65%	8%	522,891	430,533	82%	8%	854,198	688,078	81%	6%
Fresno County	714,300	432,866	61%	12%	142,862	109,821	77%	12%	230,386	175,226	76%	10%
Kern County	642,174	376,956	59%	12%	131,056	95,079	73%	12%	214,002	156,492	73%	9%
Kings County	113,021	63,179	56%	12%	25,007	17,316	69%	13%	39,438	24,912	63%	9%
Tulare County	327,552	191,618	59%	11%	63,782	47,677	75%	10%	108,124	81,691	76%	9%

Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2301

Table A-31: Labor Force Participation for Younger and Older Working Age Groups

Jurisdiction	Persons Under 25				Persons 55 to 64				Persons 65 and Over			
	Total (<25)	In the Labor Force	Labor Force Partic. Rate	UE Rate	Total (55 to 64)	In the Labor Force	Labor Force Partic. Rate	UE Rate	Total (65+)	In the Labor Force	Labor Force Partic. Rate	UE Rate
United States	39,674,562	23,148,625	84%	16%	40,061,742	25,768,658	64%	5%	46,180,632	7,969,599	17%	5%
California	5,011,334	2,679,658	82%	18%	4,502,038	2,887,341	64%	7%	4,976,982	870,900	17%	6%
Imperial County	25,491	11,550	66%	34%	18,141	9,520	52%	12%	21,311	2,609	12%	9%
Brawley city	3,240	1,552	64%	36%	2,729	1,274	47%	11%	3,001	432	14%	0%
Calexico city	5,866	2,900	65%	35%	4,282	2,407	56%	13%	5,315	475	9%	16%
Calipatria city	1,183	196	60%	40%	517	185	36%	3%	403	55	14%	0%
El Centro city	6,133	2,697	65%	35%	5,184	2,813	54%	12%	5,417	714	13%	9%
Heber CDP	802	347	54%	46%	225	128	57%	11%	499	21	4%	0%
Holtville city	803	278	82%	18%	421	134	32%	0%	886	110	12%	44%
Imperial city	2,394	1,342	66%	34%	971	525	54%	11%	1,295	222	17%	16%
Westmorland city	230	80	56%	44%	236	130	55%	5%	253	44	17%	0%
Niland CDP	132	92	73%	27%	179	127	71%	14%	147	40	27%	0%
Ocotillo CDP	33	10	100%	0%	31	24	77%	0%	15	0	0%	0%
Palo Verde CDP	0	0	0%	0%	9	9	100%	0%	72	21	29%	0%
Salton City CDP	648	349	79%	21%	467	251	54%	17%	578	37	6%	0%
Salton Sea Beach	83	0	0%	0%	76	0	0%	0%	110	11	10%	0%
Bombay Beach CDP	23	23	39%	61%	66	36	55%	42%	205	0	0%	0%

Jurisdiction	Persons Under 25				Persons 55 to 64				Persons 65 and Over			
	Total (<25)	In the Labor Force	Labor Force Partic. Rate	UE Rate	Total (55 to 64)	In the Labor Force	Labor Force Partic. Rate	UE Rate	Total (65+)	In the Labor Force	Labor Force Partic. Rate	UE Rate
Seeley CDP	287	137	63%	37%	165	106	64%	29%	150	5	3%	0%
Desert Shores CDP	147	91	100%	0%	106	68	64%	0%	155	9	6%	0%
Winterhaven CDP	0	0	0%	0%	14	14	100%	0%	80	0	0%	0%
Rest of Imperial Co.	3,487	1,456	67%	33%	2,463	1,289	52%	11%	2,730	414	15%	2%
Yuma city, Arizona	14,979	9,841	78%	22%	8,594	4,955	58%	10%	13,259	1,367	10%	9%
Somerton city, Arizona	2,175	1,363	85%	15%	1,211	739	61%	13%	1,094	30	3%	0%
Wellton town, Arizona	71	50	22%	78%	396	64	16%	0%	1,520	46	3%	20%
Riverside County	313,856	165,951	77%	23%	249,077	146,284	59%	9%	306,492	44,742	15%	7%
San Bernardino County	304,733	159,841	78%	22%	225,929	131,135	58%	7%	218,205	31,048	14%	6%
San Diego County	446,115	262,107	84%	16%	371,236	244,363	66%	6%	413,435	71,956	17%	6%
Fresno County	135,164	69,451	79%	21%	97,963	60,191	61%	8%	107,925	17,960	17%	6%
Kern County	123,370	63,744	78%	22%	87,704	49,229	56%	8%	86,042	12,450	14%	7%
Kings County	21,198	11,807	79%	21%	13,747	7,071	51%	8%	13,631	2,019	15%	3%
Tulare County	64,453	29,640	80%	20%	43,701	24,987	57%	7%	47,492	7,700	16%	6%

Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2301

Table A-32: Labor Force Participation Rates by Type of College Degree

Jurisdiction	Bachelor's Degree or Higher				Associate Degree or Some College			
	Total (Persons 25-64)	In the Labor Force	Labor Force Partic. Rate	UE Rate	Total (Persons 25-64)	In the Labor Force	Labor Force Partic. Rate	UE Rate
United States	53,214,243	45,817,463	86%	3%	50,987,681	40,331,256	79%	6%
California	6,707,111	5,714,459	85%	5%	6,169,493	4,781,357	78%	8%
Imperial County	13,024	10,758	83%	7%	29,726	21,551	73%	13%
Brawley city	1,610	1,166	72%	5%	4,844	3,662	76%	15%
Calexico city	3,094	2,633	85%	15%	5,909	4,650	79%	17%
Calipatria city	125	65	52%	0%	1,183	384	33%	14%
El Centro city	4,095	3,542	87%	3%	7,119	5,311	75%	10%
Heber CDP	224	209	93%	43%	433	392	91%	6%
Holtville city	424	404	95%	7%	733	553	75%	11%
Imperial city	1,738	1,510	87%	2%	3,824	3,082	81%	12%
Westmorland city	97	65	67%	0%	273	206	76%	7%
Niland CDP	0	0	0%	0%	67	67	100%	43%
Ocotillo CDP	16	0	0%	0%	18	11	61%	0%
Palo Verde CDP	0	0	0%	0%	9	9	100%	0%
Salton City CDP	195	133	68%	14%	587	376	64%	7%
Salton Sea Beach CDP	11	11	100%	0%	21	0	0%	0%
Bombay Beach CDP	5	5	100%	100%	25	12	48%	0%
Seeley CDP	33	21	64%	0%	359	304	85%	22%
Desert Shores CDP	44	44	100%	0%	67	67	100%	0%
Winterhaven CDP	8	8	100%	0%	13	0	0%	0%
Rest of Imperial Co.	1,305	942	72%	6%	4,242	2,465	58%	11%
Yuma city, Arizona	7,554	6,534	87%	3%	15,442	12,446	81%	9%
Somerton city, Arizona	693	596	86%	6%	1,683	1,506	90%	1%
Wellton town, Arizona	87	19	22%	0%	281	174	62%	22%
Riverside County	237,886	196,494	83%	5%	393,117	299,555	76%	9%
San Bernardino County	208,580	174,373	84%	5%	363,603	269,066	74%	8%
San Diego County	648,121	551,551	85%	4%	554,208	428,403	77%	7%
Fresno County	92,422	79,113	86%	5%	150,869	115,717	77%	10%
Kern County	66,866	55,833	84%	4%	134,626	95,988	71%	9%
Kings County	9,842	8,198	83%	4%	27,331	19,022	70%	10%

Tulare County	30,320	25,742	85%	3%	63,383	46,777	74%	7%
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2301								

Table A-33: Labor Force Participation for Workers with High School Diploma or Less

Jurisdiction	High School Diploma\GED				Less Than HS\GED			
	Total (Persons 25-64)	In the Labor Force	Labor Force Partic. Rate	UE Rate	Total (Persons 25-64)	In the Labor Force	Labor Force Partic. Rate	UE Rate
United States	43,788,541	31,790,481	73%	8%	19,478,050	11,784,220	61%	11%
California	4,170,491	3,031,947	73%	10%	3,530,335	2,315,900	66%	10%
Imperial County	20,265	12,564	62%	15%	23,353	12,003	51%	21%
Brawley city	3,249	2,326	72%	21%	2,601	1,446	56%	35%
Calexico city	3,632	2,492	69%	10%	5,549	3,279	59%	18%
Calipatria city	1,551	271	18%	20%	1,794	257	14%	11%
El Centro city	4,386	3,232	74%	17%	5,336	3,010	56%	20%
Heber CDP	450	415	92%	8%	583	373	64%	15%
Holtville city	553	443	80%	7%	926	441	48%	19%
Imperial city	1,651	1,161	70%	10%	838	599	72%	17%
Westmorland city	197	133	68%	22%	353	190	54%	14%
Niland CDP	117	68	58%	43%	216	181	84%	20%
Ocotillo CDP	8	4	50%	0%	13	13	100%	0%
Palo Verde CDP	0	0	0%	0%	0	0	0%	0%
Salton City CDP	723	498	69%	19%	991	614	62%	26%
Salton Sea Beach	65	10	15%	0%	87	19	22%	53%
Bombay Beach CDP	40	16	40%	67%	5	5	100%	0%
Seeley CDP	175	117	67%	20%	182	112	62%	33%
Desert Shores CDP	104	42	40%	0%	301	212	70%	18%
Winterhaven CDP	0	0	0%	0%	71	35	49%	57%
Rest of Imperial Co.	3,364	1,336	40%	13%	3,507	1,218	35%	17%
Yuma city, Arizona	11,220	8,168	73%	7%	8,397	5,399	64%	20%
Somerton city, Arizona	1,614	1,264	78%	11%	2,836	2,008	71%	23%
Wellton town, Arizona	304	131	43%	0%	345	115	33%	27%
Riverside County	305,585	221,549	73%	11%	225,816	143,393	64%	12%
San Bernardino County	283,050	197,852	70%	11%	220,341	130,222	59%	13%
San Diego County	321,633	238,330	74%	9%	224,363	145,163	65%	10%
Fresno County	107,945	75,454	70%	12%	119,975	74,864	62%	15%
Kern County	118,234	79,808	68%	11%	113,036	69,065	61%	15%

Kings County	20,530	12,195	59%	11%	20,489	9,896	48%	15%
Tulare County	55,065	38,601	70%	10%	66,839	43,312	65%	14%
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2301								

Table 34: Industry of Employment, Civilian Employed Persons (16 and over), Imperial County

Industries	United States	California	Imperial County	Brawley city	Calexico city	Calipatria city	EI Centro city	Heber CDP	Holtville city	Imperial city	Westmorland city
Total	148,001,326	17,577,142	58,456	8,407	13,311	1,014	15,682	1,394	1,926	6,801	614
Agriculture, forestry, fishing and hunting	1%	2%	9%	11%	7%	22%	7%	10%	20%	3%	24%
Mining, quarrying, and oil and gas extraction	1%	0%	0%	0%	0%	0%	0%	0%	2%	0%	1%
Construction	6%	6%	5%	4%	4%	2%	4%	1%	6%	2%	2%
Manufacturing	10%	10%	4%	5%	6%	2%	4%	8%	7%	2%	3%
Wholesale trade	3%	3%	3%	2%	4%	0%	2%	0%	2%	2%	0%
Retail trade	12%	11%	15%	12%	17%	12%	15%	19%	10%	18%	9%
Transportation and warehousing	4%	4%	3%	4%	4%	4%	2%	8%	3%	4%	1%
Utilities	1%	1%	4%	2%	2%	3%	4%	4%	1%	7%	6%
Information	2%	3%	1%	1%	0%	1%	1%	0%	0%	1%	1%
Finance and insurance	5%	4%	2%	1%	3%	2%	3%	1%	3%	1%	0%
Real estate and rental and leasing	2%	2%	1%	1%	1%	3%	2%	0%	1%	0%	0%
Professional, scientific, and technical services	7%	8%	3%	3%	2%	4%	3%	3%	4%	2%	3%
Management of companies and enterprises	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Admin. and support and waste management svcs.	4%	5%	4%	4%	3%	7%	5%	3%	6%	3%	2%
Educational services	9%	8%	11%	11%	10%	8%	11%	7%	13%	15%	5%
Health care and social assistance	14%	12%	14%	16%	17%	13%	15%	13%	6%	11%	14%
Arts, entertainment, and recreation	2%	3%	1%	1%	1%	1%	1%	0%	1%	0%	5%
Accommodation and food services	8%	8%	6%	8%	7%	3%	6%	8%	3%	5%	12%
Other services, except public administration	5%	5%	4%	6%	4%	3%	4%	6%	5%	3%	7%
Public administration	5%	4%	10%	9%	6%	10%	11%	8%	7%	20%	5%

Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2403

Table 35: Industry of Employment, Civilian employed persons (16 and over), Comparison Counties

All civilian employed 16 and over	Riverside County	San Bernardino County	San Diego County	Fresno County	Kern County	Kings County	Tulare County
Civilian employed persons (16 and over)	946,798	847,144	1,495,776	380,621	330,594	52,048	171,147
Agriculture, forestry, fishing and hunting	2%	1%	1%	10%	12%	15%	19%
Mining, quarrying, and oil and gas extraction	0%	0%	0%	0%	5%	0%	0%
Construction	9%	7%	6%	5%	6%	3%	5%
Manufacturing	9%	10%	9%	7%	6%	8%	8%
Wholesale trade	3%	4%	3%	4%	3%	2%	4%
Retail trade	13%	13%	11%	11%	11%	10%	11%
Transportation and warehousing	5%	8%	3%	4%	4%	3%	3%
Utilities	1%	1%	1%	1%	1%	1%	1%
Information	1%	1%	2%	1%	1%	1%	1%
Finance and insurance	3%	3%	4%	3%	2%	1%	2%
Real estate and rental and leasing	2%	2%	3%	2%	1%	1%	1%
Professional, scientific, and technical services	4%	4%	10%	4%	4%	3%	2%
Management of companies and enterprises	0%	0%	0%	0%	0%	0%	0%
Admin. and support and waste management svcs.	6%	5%	5%	5%	4%	3%	4%
Educational services	8%	9%	9%	9%	8%	9%	9%
Health care and social assistance	12%	13%	12%	14%	11%	13%	12%
Arts, entertainment, and recreation	3%	2%	3%	2%	1%	3%	1%
Accommodation and food services	8%	7%	9%	7%	7%	7%	6%
Other services, except public administration	5%	5%	5%	5%	4%	4%	4%

Public administration	5%	5%	5%	6%	7%	12%	6%
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2403							

Table A-36: Occupational Distribution, All Civilian Employed 16 and Over

Jurisdiction	Total	Management	Business and financial operations	Professional and advanced technical	Arts, design, entertainment	Community service	Health	Sales and related occupations	Food preparation	Office and building support	Farming, fishing, and forestry	Construction and extraction occupations	Installation, prod., transport, and materials moving
United States	148,001,326	10%	5%	7%	2%	10%	8%	14%	6%	17%	1%	5%	15%
California	17,577,142	10%	5%	8%	3%	9%	7%	16%	6%	17%	2%	5%	14%
Imperial County	58,456	6%	2%	3%	1%	15%	5%	20%	4%	18%	6%	4%	15%
Brawley city	8,407	7%	1%	2%	0%	14%	7%	18%	4%	22%	6%	3%	16%
Calexico city	13,311	5%	2%	2%	1%	11%	4%	23%	6%	18%	6%	5%	18%
Calipatria city	1,014	2%	2%	0%	0%	11%	4%	20%	2%	18%	16%	2%	22%
El Centro city	15,682	6%	3%	2%	1%	17%	6%	21%	4%	16%	5%	4%	14%
Heber CDP	1,394	2%	0%	3%	2%	5%	4%	21%	9%	22%	8%	1%	23%
Holtville city	1,926	7%	2%	2%	0%	14%	3%	13%	5%	20%	15%	8%	11%
Imperial city	6,801	5%	4%	5%	0%	26%	6%	18%	3%	18%	1%	3%	11%
Westmorland city	614	4%	1%	1%	1%	8%	5%	16%	12%	10%	17%	4%	20%
Niland CDP	328	0%	0%	0%	0%	0%	0%	34%	7%	12%	23%	17%	6%
Ocotillo CDP	38	0%	0%	16%	0%	0%	0%	0%	0%	26%	0%	34%	24%
Palo Verde CDP	30	0%	0%	0%	0%	0%	30%	0%	0%	0%	0%	0%	70%

Jurisdiction	Total	Management	Business and financial operations	Professional and advanced technical	Arts, design, entertainment	Community service	Health	Sales and related occupations	Food preparation	Office and building support	Farming, fishing, and forestry	Construction and extraction occupations	Installation, prod., transport, and materials moving
Salton City CDP	1,621	2%	1%	2%	1%	9%	4%	20%	6%	15%	9%	7%	25%
Salton Sea Beach CDP	41	27%	0%	0%	0%	0%	24%	0%	0%	49%	0%	0%	0%
Bombay Beach CDP	31	0%	0%	0%	0%	16%	3%	29%	0%	0%	0%	52%	0%
Seeley CDP	495	0%	0%	0%	0%	20%	0%	22%	7%	23%	6%	2%	19%
Desert Shores CDP	427	0%	3%	0%	0%	16%	0%	26%	2%	13%	15%	4%	22%
Winterhaven CDP	23	0%	0%	0%	0%	35%	26%	0%	0%	39%	0%	0%	0%
Rest of Imperial Co.	6,273	11%	3%	3%	0%	11%	4%	15%	5%	19%	7%	7%	15%
Yuma city, Arizona	35,887	8%	3%	4%	1%	13%	7%	13%	8%	20%	4%	4%	15%
Somerton city, Arizona	5,912	4%	1%	2%	1%	15%	4%	14%	7%	20%	11%	5%	16%
Wellton town, Arizona	418	7%	0%	0%	0%	7%	6%	10%	2%	18%	8%	0%	42%
Riverside County	946,798	9%	3%	4%	1%	10%	7%	17%	6%	19%	1%	7%	17%
San Bernardino County	847,144	7%	4%	4%	1%	10%	7%	16%	5%	18%	0%	6%	21%
San Diego County	1,495,776	11%	6%	10%	3%	9%	7%	16%	6%	17%	1%	4%	11%
Fresno County	380,621	8%	3%	4%	1%	10%	7%	15%	6%	17%	8%	4%	17%
Kern County	330,594	7%	3%	4%	1%	10%	6%	13%	6%	16%	10%	7%	18%
Kings County	52,048	7%	3%	3%	1%	11%	7%	14%	5%	16%	11%	3%	19%
Tulare County	171,147	7%	2%	2%	1%	11%	7%	14%	5%	14%	16%	4%	18%

Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2401

Table A-37: Average Annual Earnings by Occupation, All Civilian Employed Full-time (16 and over), Imperial County

Occupations	United States	California	Imperial County	Brawley city	Calexico city	Calipatria city	El Centro city	Heber CDP	Holtville city	Imperial city	Westmorland city
All	\$ 44,910	\$ 48,787	\$ 38,778	\$ 38,644	\$ 31,243	\$ 38,828	\$39,126	\$40,726	\$33,069	\$60,815	\$28,043
Management	\$ 72,586	\$ 82,233	\$ 61,432	\$ 72,031	\$ 27,466	-	\$62,147	-	\$51,156	\$60,625	-
Business and financial operations	\$ 62,013	\$ 67,914	\$ 53,401	\$ 60,313	\$ 45,104	-	\$54,444	-	-	\$58,555	-
Computer and mathematical	\$ 80,219	\$ 95,268	\$ 78,875	-	\$ 62,143	-	\$81,190	-	-	\$80,424	-
Architecture and engineering	\$ 80,000	\$ 94,171	\$ 82,775	-	\$ 84,455	-	\$82,917	-	-	\$81,778	-
Life, physical, and social science	\$ 64,133	\$ 76,019	\$ 68,824	-	-	-	\$68,333	-	-	-	-
Community and social services	\$ 43,342	\$ 50,369	\$ 45,445	\$ 55,114	\$ 40,550	-	\$49,625	-	-	\$48,654	-
Legal	\$ 86,049	\$104,138	\$ 60,882	-	-	-	\$46,250	-	-	\$81,114	-
Education, training, and library	\$ 49,084	\$ 60,781	\$ 59,071	\$ 34,934	\$ 27,721	-	\$70,614	-	-	\$63,333	-
Arts, design, entertainment, sports, and media	\$ 51,663	\$ 60,942	\$ 70,739	-	-	-	\$32,308	-	-	-	-
Health diagnosing and treating practitioners	\$ 72,741	\$ 93,508	\$ 69,434	\$ 55,640	\$ 75,135	-	\$81,520	-	-	\$69,552	-
Health technologists and technicians	\$ 41,036	\$ 46,434	\$ 47,566	\$ 37,344	\$ 30,208	-	\$49,219	-	-	\$81,583	-
Healthcare support	\$ 27,783	\$ 31,002	\$ 26,280	\$ 27,045	\$ 19,485	-	\$23,819	-	\$41,250	\$23,065	\$23,393
Fire fighting and prevention, and other prot. svcs	\$ 41,109	\$ 40,867	\$ 55,739	\$ 62,401	\$ 73,229	-	\$32,292	-	-	\$65,438	-
Law enforcement, and other protective svcs	\$ 57,986	\$ 85,544	\$ 80,505	\$ 76,495	\$ 66,971	\$ 80,556	\$71,797	-	-	\$93,688	-
Food preparation and serving-related	\$ 21,924	\$ 23,397	\$ 24,092	\$ 16,475	\$ 25,417	-	\$20,227	-	-	-	-
Building and grounds cleaning and maintenance	\$ 26,004	\$ 25,670	\$ 30,303	\$ 45,714	\$ 26,450	-	\$25,875	-	-	\$40,233	-
Personal care and service	\$ 24,528	\$ 25,061	\$ 23,306	\$ 30,538	\$ 21,141	\$ 21,042	\$17,139	-	-	\$12,047	-

Sales and related	\$ 42,341	\$ 44,799	\$ 31,204	\$ 26,625	\$ 31,538	\$ 35,625	\$28,568	-	-	\$33,429	\$26,042
Office and administrative support	\$ 35,892	\$ 39,944	\$ 34,599	\$ 38,179	\$ 29,321	\$ 38,693	\$33,702	\$29,375	\$33,646	\$40,534	\$23,618
Farming, Fishing, and forestry	\$ 25,838	\$ 22,858	\$ 25,990	\$ 27,650	\$ 25,605	\$ 24,318	\$ 29,688	\$15,833	\$32,521	\$19,922	\$26,957
Construction and extraction	\$ 40,583	\$ 41,110	\$ 46,360	\$ 41,106	\$ 41,797	-	\$53,036	-	-	\$65,486	\$60,417
Installation, maintenance, and repair	\$ 45,278	\$ 45,204	\$ 40,956	\$ 40,709	\$ 37,639	\$ 36,875	\$43,698	\$56,217	-	\$61,042	\$43,750
Production	\$ 36,404	\$ 32,476	\$ 39,340	\$ 38,352	\$ 29,970	\$ 64,500	\$33,917	\$30,714	\$19,866	\$86,731	-
Transportation	\$ 41,466	\$ 40,980	\$ 37,294	\$ 51,250	\$ 30,971	-	\$29,676	-	-	\$38,750	\$27,321
Materials moving	\$ 30,146	\$ 26,596	\$ 28,463	\$ 15,417	\$ 30,313	\$ 55,750	\$24,121	-	-	\$46,339	\$55,192

Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2412

Table A-38: Average Annual Earnings by Occupation, All Civilian Employed Full-time (16 and over), Comparison Counties

Occupations	Riverside County	San Bernardino County	San Diego County	Fresno County	Kern County	Kings County	Tulare County
All	\$42,785	\$41,603	\$50,081	\$39,683	\$39,960	\$37,387	\$36,195
Management	\$71,787	\$66,882	\$78,481	\$68,373	\$71,138	\$57,418	\$60,312
Business and financial operations	\$60,461	\$54,940	\$65,897	\$52,357	\$55,663	\$53,276	\$51,324
Computer and mathematical	\$74,259	\$74,327	\$89,614	\$63,834	\$74,029	\$51,582	\$53,399
Architecture and engineering	\$81,591	\$79,993	\$88,231	\$71,497	\$90,105	\$79,188	\$55,135
Life, physical, and social science	\$68,403	\$73,801	\$73,412	\$67,500	\$70,512	\$51,106	\$64,940
Community and social services	\$48,542	\$51,645	\$46,891	\$43,431	\$48,597	\$36,111	\$47,996
Legal	\$87,681	\$70,120	\$93,446	\$76,228	\$62,405	\$57,917	\$80,156
Education, training, and library	\$66,233	\$60,898	\$60,947	\$61,550	\$58,978	\$60,430	\$57,522
Arts, design, entertainment, sports, and media	\$50,308	\$46,123	\$51,600	\$50,029	\$51,678	\$32,031	\$42,614
Health diagnosing and treating practitioners	\$89,789	\$81,689	\$84,874	\$91,112	\$81,395	\$80,164	\$80,183
Health technologists and technicians	\$42,750	\$42,786	\$41,873	\$46,924	\$43,673	\$41,338	\$41,671
Healthcare support	\$28,407	\$28,673	\$31,135	\$28,225	\$27,338	\$30,128	\$27,907
Fire fighting and prevention, and other prot. svs	\$49,177	\$36,753	\$37,334	\$36,070	\$48,517	\$35,096	\$54,250
Law enforcement, and other protective svs	\$90,803	\$84,481	\$82,422	\$77,823	\$77,425	\$81,829	\$80,140

Food preparation and serving-related	\$22,392	\$22,176	\$24,315	\$21,529	\$21,544	\$21,459	\$20,177
Building and grounds cleaning and maintenance	\$24,732	\$25,536	\$24,751	\$24,969	\$24,145	\$25,899	\$26,722
Personal care and service	\$25,908	\$22,541	\$24,989	\$24,851	\$20,660	\$25,948	\$21,907
Sales and related	\$41,867	\$38,357	\$45,202	\$41,685	\$35,231	\$35,423	\$33,594
Office and administrative support	\$36,709	\$36,067	\$39,191	\$34,774	\$33,689	\$32,601	\$32,888
Farming, Fishing, and forestry	\$21,867	\$22,452	\$22,404	\$22,096	\$19,926	\$28,508	\$23,384
Construction and extraction	\$41,744	\$43,656	\$41,128	\$38,189	\$50,387	\$36,758	\$41,355
Installation, maintenance, and repair	\$45,502	\$43,702	\$43,708	\$39,885	\$46,087	\$43,311	\$40,625
Production	\$33,774	\$31,815	\$36,158	\$31,271	\$36,201	\$40,899	\$32,029
Transportation	\$43,261	\$44,843	\$38,554	\$40,237	\$44,579	\$43,571	\$41,387
Materials moving	\$26,916	\$27,014	\$25,984	\$24,055	\$29,945	\$31,023	\$24,882

Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2412

Table A-39: Average Annual Earnings by Industry, Civilian Employed Full- Time Workers (16 and over), Imperial County

Industry	United States	California	Imperial County	Brawley city	Calexico city	Calipatria city	EI Centro city	Heber CDP	Holtville city	Imperial city	Westmorland
Average	\$44,910	\$48,787	\$38,778	\$38,644	\$31,243	\$38,828	\$39,126	\$40,726	\$33,069	\$60,815	\$28,043
Agriculture, forestry, fishing and hunting	\$31,482	\$26,449	\$29,246	\$31,763	\$26,438	\$30,577	\$31,006	\$15,238	\$33,200	\$40,385	\$27,228
Mining, quarrying, and oil and gas extraction	\$68,025	\$67,665	\$60,156	-	-	-	-	-	-	-	-
Construction	\$42,191	\$45,802	\$38,759	\$39,744	\$38,147	-	\$37,388	-	-	\$23,947	-
Manufacturing	\$47,819	\$51,455	\$35,826	\$28,851	\$32,446	-	\$37,017	\$45,547	\$33,554	\$62,353	-
Wholesale trade	\$48,112	\$45,963	\$33,585	\$41,272	\$28,050	-	\$26,793	-	-	\$33,731	-
Retail trade	\$33,154	\$35,759	\$30,227	\$35,703	\$29,728	\$23,750	\$29,448	-	\$27,281	\$37,172	\$25,208
Transportation and warehousing	\$47,710	\$46,032	\$35,017	\$52,633	\$30,483	-	\$31,293	-	-	\$36,825	-
Utilities	\$67,644	\$83,879	\$70,167	\$67,344	\$61,293	\$67,396	\$65,074	\$67,617	-	\$80,625	\$55,192

Information	\$60,169	\$74,844	\$61,750	-	-	-	\$92,778	-	-	\$72,440	-
Finance and insurance	\$56,923	\$64,615	\$37,857	\$26,847	\$33,750	-	\$60,750	-	-	\$29,141	-
Real estate and rental and leasing	\$45,360	\$50,190	\$31,630	\$31,176	\$45,125	-	\$30,380	-	-	-	-
Professional, scientific, and technical services	\$71,889	\$81,906	\$45,465	\$43,068	\$62,411	-	\$32,232	-	-	\$80,614	-
Management of companies and enterprises	\$68,928	\$75,361	-	-	-	-	-	-	-	-	-
Admin. and support and waste management svcs.	\$32,285	\$31,481	\$32,396	\$58,375	\$32,031	\$22,000	\$30,488	-	\$31,822	\$75,089	-
Educational services	\$48,580	\$57,887	\$48,906	\$38,537	\$38,409	-	\$62,695	\$46,053	\$70,563	\$42,407	-
Health care and social assistance	\$41,648	\$47,662	\$32,319	\$31,758	\$29,396	\$27,727	\$35,347	\$28,774	\$14,830	\$35,167	\$23,462
Arts, entertainment, and recreation	\$36,330	\$40,393	\$26,607	-	\$25,083	-	\$24,609	-	-	-	-
Accommodation and food services	\$25,062	\$25,899	\$23,379	\$15,917	\$22,633	-	\$25,609	-	-	\$28,466	-
Other services, except public administration	\$34,006	\$32,291	\$26,663	\$30,424	\$25,530	-	\$19,331	\$16,579	-	\$29,194	\$30,658
Public administration	\$56,129	\$68,599	\$66,870	\$65,313	\$66,408	\$61,667	\$61,351	\$76,213	\$35,859	\$83,269	\$25,000

Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2414

Table 40: Average Annual earnings by Industry, Civilian Employed Full- Time Workers (16 and over), Comparison Counties

Industry	Riverside County	San Bernardino County	San Diego County	Fresno County	Kern County	Kings County	Tulare County
Average	\$42,785	\$41,603	\$50,081	\$39,683	\$39,960	\$37,387	\$36,195
Agriculture, forestry, fishing and hunting	\$25,743	\$25,297	\$25,461	\$25,339	\$21,749	\$30,472	\$26,520
Mining, quarrying, and oil and gas extraction	\$61,394	\$61,599	\$52,159	\$66,125	\$65,620	\$79,167	\$41,250
Construction	\$46,877	\$45,886	\$47,152	\$41,564	\$45,755	\$43,936	\$45,521
Manufacturing	\$43,043	\$40,622	\$62,746	\$35,127	\$42,465	\$40,298	\$36,967
Wholesale trade	\$45,207	\$40,709	\$48,623	\$41,746	\$38,956	\$42,036	\$33,557
Retail trade	\$34,997	\$32,615	\$35,626	\$31,926	\$30,825	\$30,296	\$30,938
Transportation and warehousing	\$43,953	\$41,586	\$45,766	\$41,878	\$44,270	\$47,802	\$40,918
Utilities	\$75,934	\$75,588	\$87,557	\$73,662	\$71,523	\$49,107	\$54,044
Information	\$55,728	\$53,690	\$72,599	\$51,515	\$50,510	\$41,775	\$43,017

Finance and insurance	\$56,434	\$50,610	\$60,348	\$46,928	\$45,135	\$51,591	\$41,274
Real estate and rental and leasing	\$45,901	\$37,138	\$50,198	\$40,213	\$39,134	\$33,971	\$40,515
Professional, scientific, and technical services	\$62,386	\$53,559	\$75,888	\$53,710	\$54,971	\$46,206	\$51,843
Management of companies and enterprises	\$52,750	\$51,250	\$89,688	\$86,518	\$47,117	-	\$27,344
Admin. and support and waste management svcs.	\$29,049	\$27,558	\$32,174	\$27,994	\$29,139	\$26,346	\$28,325
Educational services	\$59,907	\$54,976	\$56,407	\$55,993	\$52,056	\$47,071	\$51,797
Health care and social assistance	\$42,532	\$42,742	\$47,290	\$42,042	\$37,647	\$35,453	\$36,300
Arts, entertainment, and recreation	\$34,751	\$36,431	\$37,223	\$30,673	\$30,235	\$26,446	\$27,040
Accommodation and food services	\$25,576	\$23,952	\$26,613	\$21,822	\$22,595	\$22,215	\$20,362
Other services, except public administration	\$32,590	\$31,374	\$32,614	\$31,335	\$30,925	\$31,420	\$30,300
Public administration	\$70,472	\$62,889	\$65,354	\$60,137	\$70,005	\$52,427	\$59,750

Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table S2414

Table A-41: Journey to Work

Jurisdiction	Total civilian employed persons (16 and Over)*	Worked In County of Residence	Worked Outside County of Residence (in State)	Worked Outside County of Residence (Outside of State)
United States	145,861,221	72%	24%	4%
California	17,193,695	83%	17%	0%
Imperial County	57,190	92%	6%	2%
Brawley city	8,140	98%	1%	1%
Calexico city	12,768	93%	3%	3%
Calipatria city	947	96%	2%	1%
El Centro city	15,288	93%	4%	4%
Heber CDP	1,306	95%	4%	2%
Holtville city	1,869	85%	14%	1%
Imperial city	6,692	96%	4%	0%
Westmorland city	602	98%	1%	1%
Niland CDP	328	100%	0%	0%
Ocotillo CDP	38	45%	55%	0%
Palo Verde CDP	30	70%	30%	0%
Salton City CDP	1,628	37%	62%	1%
Salton Sea Beach CDP	41	46%	54%	0%
Bombay Beach CDP	32	47%	53%	0%
Seeley CDP	525	97%	0%	3%
Desert Shores CDP	400	19%	78%	4%
Winterhaven CDP	23	74%	0%	26%
Rest of Imperial Co.	6,533	92%	4%	4%
Yuma city, Arizona	38,142	95%	1%	5%
Somerton city, Arizona	5,638	92%	1%	7%
Wellton town, Arizona	408	85%	8%	7%
Riverside County	923,845	69%	30%	1%
San Bernardino County	834,181	70%	29%	1%
San Diego County	1,536,747	97%	2%	1%
Fresno County	368,119	91%	9%	0%
Kern County	323,691	95%	5%	0%
Kings County	54,567	78%	22%	0%
Tulare County	165,799	85%	14%	0%
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table B08130 (*note: based on usual place of work)				

Table A-42: Household Income by Quintile

Households	20th Percentile	40th Percentile	50th Percentile (median)	60th Percentile	80th Percentile	95th Percentile
United States	\$22,558	\$43,263	\$55,322	\$69,767	\$111,894	\$209,414
California	\$23,308	\$49,774	\$63,783	\$81,045	\$132,226	\$250,000
Imperial County	\$15,312	\$31,490	\$42,560	\$56,067	\$ 91,888	\$156,598
Brawley city	\$13,542	\$30,619	\$40,745	\$51,474	\$ 86,894	\$168,281
Calexico city	\$14,255	\$27,806	\$34,734	\$45,605	\$ 77,442	\$139,610
Calipatria city	\$13,160	\$27,594	\$34,800	\$44,354	\$ 69,083	\$136,896
El Centro city	\$15,646	\$31,043	\$41,849	\$54,910	\$ 93,597	\$160,123
Heber CDP	\$20,054	\$32,061	\$42,647	\$54,571	\$ 81,115	\$111,000
Holtville city	\$11,714	\$21,710	\$28,115	\$42,011	\$ 74,750	\$129,699
Imperial city	\$48,545	\$74,293	\$85,503	\$94,688	\$119,597	\$185,962
Westmorland city	\$11,586	\$20,410	\$27,083	\$37,286	\$ 62,950	\$100,964
Niland CDP	\$11,187	\$16,139	\$18,553	\$20,125	-	\$119,875
Ocotillo CDP	\$20,976	-	-	-	\$101,125	\$121,646
Palo Verde CDP	\$14,136	\$15,810	\$16,667	\$25,024	-	\$108,875
Salton City CDP	\$13,480	\$26,455	\$36,274	\$46,213	\$ 66,804	\$120,054
Salton Sea Beach CDP	\$17,275	\$19,033	-	\$38,545	\$ 45,864	\$ 72,773
Bombay Beach CDP	\$11,243	\$12,486	\$14,803	\$17,278	\$ 50,050	\$ 81,705
Seeley CDP	\$ 9,289	\$19,000	\$24,083	\$26,551	\$ 53,094	\$133,837
Desert Shores CDP	\$ 9,509	\$21,113	\$32,733	\$35,056	\$ 48,188	\$ 65,708
Winterhaven CDP	-	\$21,722	\$22,835	\$23,420	\$ 24,589	-
Rest of Imperial Co.	\$14,825	\$37,502	\$48,080	\$65,172	\$116,170	\$200,126
Yuma city, Arizona	\$19,437	\$35,081	\$44,216	\$54,660	\$ 83,883	\$147,374
Somerton city, Arizona	\$14,512	\$26,038	\$34,318	\$43,207	\$ 75,029	\$114,084
Wellton town, Arizona	\$23,443	\$38,833	\$45,492	\$49,561	\$ 69,000	\$ 96,967
Riverside County	\$24,572	\$45,691	\$57,972	\$72,172	\$112,688	\$194,454
San Bernardino County	\$22,532	\$42,879	\$54,469	\$68,175	\$106,125	\$181,017
San Diego County	\$27,413	\$52,203	\$66,529	\$83,538	\$132,688	\$239,069
Fresno County	\$18,645	\$35,076	\$45,963	\$58,727	\$ 96,858	\$175,682
Kern County	\$20,642	\$38,104	\$49,788	\$63,180	\$101,319	\$177,799
Kings County	\$21,391	\$38,270	\$47,241	\$60,325	\$ 92,579	\$166,246
Tulare County	\$18,414	\$33,751	\$42,789	\$53,737	\$ 87,307	\$159,239
Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Tables B19013 and B19080						

Table A-43: Per Capita Income

Jurisdiction	Per Capita Income	Per Capita Income: White	Per Capita Income: Latino	Per Capita Income: All others
United States	\$29,829	\$35,457	\$17,323	\$23,722
California	\$31,458	\$46,083	\$17,013	\$31,292
Imperial County	\$16,311	\$30,517	\$14,017	\$26,807
Brawley city	\$16,838	\$30,700	\$14,349	\$20,417
Calexico city	\$13,365	\$21,714	\$13,255	\$11,339
Calipatria city	\$12,529	\$17,961	\$10,871	\$17,102
El Centro city	\$18,172	\$36,718	\$15,077	\$33,061
Heber CDP	\$13,204	-	\$13,204	---
Holtville city	\$13,867	\$21,761	\$11,655	\$12,006
Imperial city	\$24,433	\$33,043	\$20,891	\$44,429
Westmorland city	\$11,331	\$24,741	\$10,218	\$ 3,890
Niland CDP	\$13,903	\$14,541	\$13,256	\$19,108
Ocotillo CDP	\$16,321	\$16,321	---	---
Palo Verde CDP	\$27,193	\$27,193	---	---
Salton City CDP	\$14,697	\$23,745	\$10,528	\$22,255
Salton Sea Beach CDP	\$12,562	\$23,155	\$ 2,804	---
Bombay Beach CDP	\$19,027	\$19,538	---	---
Seeley CDP	\$10,230	\$26,742	\$ 8,269	---
Desert Shores CDP	\$10,538	\$19,483	\$ 8,182	\$40,427
Winterhaven CDP	\$14,294	\$29,207	\$11,033	---
Rest of Imperial Co.	\$20,270	\$30,641	\$16,312	\$17,150
Yuma city, Arizona	\$21,468	\$31,752	\$15,399	\$21,406
Somerton city, Arizona	\$13,511	\$26,638	\$13,012	\$25,688
Wellton town, Arizona	\$22,732	\$32,004	\$ 9,805	\$ 4,627
Riverside County	\$24,443	\$35,576	\$15,714	\$24,163
San Bernardino County	\$21,857	\$31,146	\$15,824	\$23,160
San Diego County	\$32,482	\$44,044	\$17,920	\$29,396
Fresno County	\$21,057	\$34,742	\$13,597	\$18,680
Kern County	\$21,094	\$32,148	\$13,590	\$21,766

Kings County	\$19,123	\$29,131	\$12,143	\$25,909
Tulare County	\$18,257	\$30,636	\$11,911	\$22,643
Source: Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Table B19301, B19301H, and B19301i (B19025, B19025H, and B19025i for "all others")				

Table A-44: Household Income Distribution

Jurisdiction	Total Households	< \$20,000	\$20,000 - \$34,999	\$35,000 - \$49,999	\$50,000 - \$74,999	\$75,000 - \$99,999	\$100,000 - \$124,999	\$125,000 - \$149,999	\$150,000 - \$199,999	\$200,000 or more
United States	117,716,237	22%	10%	13%	18%	12%	8%	5%	5%	6%
California	12,807,387	20%	9%	12%	17%	12%	9%	6%	7%	9%
Imperial County	45,800	33%	11%	12%	16%	11%	7%	4%	3%	2%
Brawley city	7,080	33%	12%	13%	16%	10%	7%	2%	4%	2%
Calexico city	9,261	36%	15%	12%	16%	9%	6%	3%	3%	1%
Calipatria city	918	33%	17%	16%	14%	10%	3%	3%	1%	2%
El Centro city	12,352	33%	11%	12%	17%	10%	6%	5%	4%	3%
Heber CDP	980	33%	8%	12%	17%	22%	5%	1%	1%	0%
Holtville city	1,742	46%	11%	6%	17%	9%	3%	6%	1%	1%
Imperial city	4,360	10%	4%	7%	19%	27%	17%	6%	6%	4%
Westmorland city	566	49%	6%	21%	11%	8%	5%	1%	0%	0%
Niland CDP	338	64%	15%	6%	0%	5%	5%	5%	0%	0%
Ocotillo CDP	41	51%	0%	12%	12%	0%	24%	0%	0%	0%
Palo Verde CDP	72	60%	29%	0%	0%	0%	11%	0%	0%	0%
Salton City CDP	1,534	38%	10%	13%	21%	10%	4%	1%	3%	0%
Salton Sea Beach	196	52%	6%	26%	16%	0%	0%	0%	0%	0%
Bombay Beach CDP	179	71%	3%	6%	6%	14%	0%	0%	1%	0%
Seeley CDP	421	51%	14%	10%	15%	0%	3%	4%	3%	0%
Desert Shores CDP	392	46%	14%	24%	16%	0%	0%	0%	0%	0%
Winterhaven CDP	131	87%	7%	0%	0%	0%	6%	0%	0%	0%
Rest of Imperial Co.	5,237	27%	10%	15%	17%	9%	8%	5%	4%	5%
Yuma city, Arizona	33,142	28%	12%	16%	19%	11%	6%	3%	3%	2%
Somerton city, Arizona	4,411	39%	12%	13%	16%	12%	5%	1%	0%	2%
Wellton town, Arizona	1,265	23%	9%	28%	25%	10%	4%	0%	0%	1%
Riverside County	705,716	20%	10%	13%	18%	13%	9%	6%	6%	5%
San Bernardino County	618,922	23%	10%	14%	19%	13%	9%	5%	5%	4%
San Diego County	1,103,128	18%	8%	12%	17%	13%	10%	7%	8%	8%
Fresno County	299,456	28%	12%	13%	17%	11%	7%	4%	4%	4%
Kern County	262,337	26%	11%	13%	17%	12%	8%	4%	5%	3%
Kings County	41,845	25%	11%	17%	18%	12%	7%	4%	4%	3%
Tulare County	134,153	29%	12%	15%	17%	10%	6%	4%	3%	3%

Source Applied Development Economics, based on US Census ACS 2012-2016 5-Year Sample Tables B19013 and B19080

Table A-45: Poverty Status

Jurisdiction	Total Persons Living Below Poverty		Children in Poverty			Number of Persons 65 or Over in Poverty		
	Number	Percent of all	Number	Percent of All in Poverty	Percent of All Children	Number	Percent of All in Poverty	Percent of All Persons 65 or over
United States	46,932,225	15%	15,335,783	33%	21%	4,195,427	9%	9%
California	6,004,257	16%	1,974,976	33%	22%	502,380	8%	10%
Imperial County	40,552	24%	16,032	40%	32%	3,573	9%	17%
Brawley city	7,245	28%	3,142	43%	40%	440	6%	15%
Calexico city	10,421	26%	4,083	39%	36%	1,193	11%	22%
Calipatria city	1,155	34%	691	60%	49%	40	3%	10%
El Centro city	10,667	25%	3,923	37%	32%	1,008	9%	19%
Heber CDP	598	14%	272	45%	19%	0	0%	0%
Holtville city	2,026	33%	780	38%	38%	156	8%	18%
Imperial city	870	5%	230	26%	4%	77	9%	6%
Westmorland city	798	40%	397	50%	57%	60	8%	24%
Niland CDP	327	38%	111	34%	48%	54	17%	37%
Ocotillo CDP	55	44%	35	64%	76%	0	0%	0%
Palo Verde CDP	0	0%	0	0%	0%	0	0%	0%
Salton City CDP	1,509	29%	593	39%	35%	118	8%	20%
Salton Sea Beach CDP	341	68%	165	48%	100%	11	3%	10%
Bombay Beach CDP	57	18%	8	14%	57%	36	63%	18%
Seeley CDP	737	46%	293	40%	59%	25	3%	17%
Desert Shores CDP	370	32%	194	52%	50%	49	13%	32%
Winterhaven CDP	47	22%	0	0%	0%	14	30%	18%
Rest of Imperial Co.	3,329	19%	1,115	33%	24%	292	9%	11%
Yuma city, Arizona	16,597	18%	6,068	37%	24%	1,680	10%	13%
Somerton city, Arizona	4,321	29%	1,849	43%	36%	335	8%	31%
Wellton town, Arizona	569	19%	210	37%	56%	128	22%	8%
Riverside County	376,689	16%	137,620	37%	23%	29,968	8%	10%
San Bernardino County	392,195	19%	152,780	39%	27%	23,170	6%	11%
San Diego County	444,024	14%	129,208	29%	18%	37,030	8%	9%
Fresno County	254,872	27%	106,238	42%	39%	13,179	5%	12%
Kern County	194,354	23%	81,808	42%	32%	9,995	5%	12%
Kings County	28,661	22%	12,079	42%	30%	1,435	5%	11%
Tulare County	127,130	28%	54,287	43%	38%	6,541	5%	14%

Table A-46: Annual Average Number of Low Birth-Weight Babies: Three Three-Year Periods

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09-11 CAGR*	09-11 to 14-16 CAGR
California	37,550	34,848	33,655	-1%	-1%
Imperial County	185	175	179	-1%	0%
Riverside County	2,059	1,989	2,037	-1%	0%
San Bernardino County	2,353	2,232	2,249	-1%	0%
San Diego County	3,041	2,915	1,856	-1%	-9%
Fresno County	1,505	1,218	1,176	-4%	-1%
Kern County	1,004	1,044	1,010	1%	-1%
Kings County	170	169	147	0%	-3%
Tulare County	505	515	502	0%	-1%
<i>Low Birth-Weight Babies Per Live Births</i>					
Nat'l Goal	5.0%	7.8%	6.8%		
California	6.8%	6.8%	6.8%		
Imperial County	6.1%	5.6%	5.7%		
Riverside County	6.5%	6.4%	6.7%		
San Bernardino County	7.1%	7.1%	7.3%		
San Diego County	6.6%	6.6%	5.7%		
Fresno County	9.3%	7.5%	7.6%		
Kern County	7.1%	7.2%	7.3%		
Kings County	6.6%	6.6%	6.4%		
Tulare County	6.2%	6.3%	6.8%		

Source: ADE, Inc. based on State of California, Dept. of Public Health, County Health Profiles (multiple years: 2008, 2013, and 2018). *Note: CAGR = compound annual growth rate.

Table A-47: Annual Average Number of Births by Teen-Age Mothers: Three Three-year Periods

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09-11 CAGR*	09-11 to 14-16 CAGR
California	50,841	43,089	24,209	-3%	-11%
Imperial County	446	423	260	-1%	-9%
Riverside County	3,434	2,952	1,781	-3%	-10%
San Bernardino County	3,983	3,467	2,042	-3%	-10%
San Diego County	3,721	3,148	1,737	-3%	-11%
Fresno County	2,163	1,963	1,187	-2%	-10%
Kern County	2,031	1,987	1,225	0%	-9%
Kings County	359	313	184	-3%	-10%
Tulare County	1,172	1,134	656	-1%	-10%
<i>Births By Teen Mothers Per 1,000 Teen Females</i>					
Nat'l Goal	37.8	31.5	17.6		
California	57.2	56.5	37.6		
Imperial County	41.2	32.1	19.5		
Riverside County	45.6	39.6	24.3		
San Bernardino County	35.1	29.4	15.7		
San Diego County	56.3	49.6	29.5		
Fresno County	62.2	57.2	35.3		
Kern County	67.0	57.8	31.5		
Kings County	63.5	59.8	35.7		
Tulare County	37.8	31.5	17.6		
Source: ADE, Inc. based on State of California, Dept. of Public Health, County Health Profiles (multiple years: 2008, 2013, and 2018). *Note: CAGR = compound annual growth rate.					

Table A-48: Annual Average Number of Tuberculosis Cases: Three Three-Year Periods

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09-11 CAGR*	09-11 to 14-16 CAGR
California	2,890	2,375	2,108	-4%	-2%
Imperial County	32	29	37	-2%	5%
Riverside County	70	70	56	0%	-5%
San Bernardino County	63	65	61	1%	-1%
San Diego County	313	236	237	-6%	0%
Fresno County	78	56	51	-6%	-2%
Kern County	39	39	29	0%	-5%
Kings County	5	5	3	0%	-7%
Tulare County	19	23	17	4%	-6%
<i>Tuberculosis Cases Per 100,000 People</i>					
Nat'l Goal	1.0	1.0	1.0		
California	7.8	6.4	5.4		
Imperial County	19.4	16.7	20.1		
Riverside County	3.6	3.2	2.4		
San Bernardino County	3.2	3.2	2.9		
San Diego County	10.3	7.6	7.2		
Fresno County	8.7	6.0	5.2		
Kern County	5.1	4.6	3.3		
Kings County	3.2	3.1	2.2		
Tulare County	4.6	5.2	3.7		
Source: ADE, Inc. based on State of California, Dept. of Public Health, County Health Profiles (multiple years: 2008, 2013, and 2018) *Note: CAGR = compound annual growth rate.					

Table A-49: Annual Average Adult with Asthma as A Percent of All Adults

Jurisdiction	2011-2012	2015-2016	11-12 to 15-16 CAGR
California	7.7%	8.3%	2%
Imperial County	6.5%	8.5%	6%
Riverside County	6.8%	8.6%	5%
San Bernardino County	7.4%	8.6%	3%

San Diego County	6.2%	10.1%	10%
Fresno County	13%	11.2%	-3%
Kern County	10.7%	12.4%	3%
Kings County	8.8%	15.6%	12%
Tulare County	11.1%	12%	2%
Source: ADE, Inc. based on UCLA Health Policy Institute, Health Profiles. *Note: CAGR = compound annual growth rate.			

Table A-50: Preventable Deaths: Annual Average Number of Deaths Due to Diabetes: Three Three-Year Periods

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09-11 CAGR*	09-11 to 14-16 CAGR
California	7,388	7,214	8,696	0%	4%
Imperial County	41	47	60	3%	5%
Riverside County	365	410	487	2%	3%
San Bernardino County	432	527	620	4%	3%
San Diego County	582	572	679	0%	4%
Fresno County	233	228	238	0%	1%
Kern County	191	204	263	1%	5%
Kings County	39	32	28	-4%	-3%
Tulare County	105	88	108	-4%	4%
<i>Deaths Due to Diabetes Per 100,000 People: Age-Adjusted</i>					
Nat'l Goal	22.1	20.2	20.7		
California	30.3	32.0	33.6		
Imperial County	21.3	20.5	19.3		
Riverside County	30.5	33.9	33.2		
San Bernardino County	21.1	19.1	19.3		
San Diego County	33.0	28.5	26.4		
Fresno County	34.3	32.4	36.1		
Kern County	44.4	30.3	24.7		
Kings County	32.7	24.8	26.5		
Tulare County	22.1	20.2	20.7		
Source: ADE, Inc. based on State of California, Dept. of Public Health, County Health Profiles (multiple years: 2008, 2013, and 2018) *Note: CAGR = compound annual growth rate.					

Table A-51: Preventable Deaths: Annual Average Number of Deaths Due to Cancers (All Types): Three Three-Year Periods

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09-11 CAGR*	09-11 to 14-16 CAGR
California	54,121	56,035	58,931	1%	1%
Imperial County	213	207	214	-1%	1%
Riverside County	3,099	3,319	3,679	1%	2%
San Bernardino County	2,588	2,712	2,959	1%	2%
San Diego County	4,644	4,798	5,011	1%	1%
Fresno County	1,182	1,245	1,280	1%	1%
Kern County	1,061	1,050	1,153	0%	2%
Kings County	168	156	182	-1%	3%
Tulare County	538	566	564	1%	0%
<i>Deaths Due to Cancer Per 100,000 People: Age-Adjusted</i>					
Nat'l Goal	158.6	160.6	161.4		
California	161.3	156.4	140.2		
Imperial County	153.3	138.1	120.1		
Riverside County	180.2	162.7	146.2		
San Bernardino County	180.1	170.0	157.6		
San Diego County	166.7	160.6	142.8		
Fresno County	167.0	154.4	141.9		
Kern County	189.9	161.3	153.4		
Kings County	181.3	143.1	152.2		
Tulare County	166.9	160.7	138.4		
Source: ADE, Inc. based on State of California, Dept. of Public Health, County Health Profiles (multiple years: 2008, 2013, and 2018) *Note: CAGR = compound annual growth rate.					

Table A-52: Preventable Deaths: Annual Average Number of Deaths Due to Heart Disease: Three Three-Year Periods

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09-11 CAGR*	09-11 to 14-16 CAGR
California	51,246	43,724	37,659	-3%	-3%
Imperial County	169	167	155	0%	-1%
Riverside County	3,241	2,927	2,650	-2%	-2%
San Bernardino County	2,784	2,409	1,839	-3%	-5%
San Diego County	3,774	3,335	2,908	-2%	-3%
Fresno County	1,154	1,035	977	-2%	-1%
Kern County	1,280	984	952	-5%	-1%
Kings County	139	132	105	-1%	-5%
Tulare County	570	493	472	-3%	-1%
<i>Deaths Due to Heart Disease Per 100,000 People: Age-Adjusted</i>					
Nat'l Goal	162.0	100.8	103.4		
California	154.0	122.4	89.1		
Imperial County	127.9	118.4	86.9		
Riverside County	188.7	152.3	104.6		
San Bernardino County	211.0	164.8	106.5		
San Diego County	134.4	109.7	81.2		
Fresno County	167.4	128.2	108.1		
Kern County	250.8	165.1	132.6		
Kings County	162.4	132.6	91.6		
Tulare County	183.3	147.2	120.5		

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09- 11 CAGR*	09-11 to 14- 16 CAGR
Source: ADE, Inc. based on State of California, Dept. of Public Health, County Health Profiles (multiple years: 2008, 2013, and 2018) *Note: CAGR = compound annual growth rate.					

Table A-53: Preventable Deaths: Annual Average Number of Deaths Due to Stroke: Three Three-Year Periods

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09- 11 CAGR*	09-11 to 14- 16 CAGR
California	15,815	13,465	14,753	-3%	2%
Imperial County	53	61	51	3%	-4%
Riverside County	904	805	857	-2%	1%
San Bernardino County	659	634	699	-1%	2%
San Diego County	1,263	1,049	1,229	-4%	3%
Fresno County	429	368	397	-3%	2%
Kern County	285	251	259	-3%	1%
Kings County	48	41	38	-3%	-2%
Tulare County	166	170	159	1%	-1%
<i>Deaths Due to Stroke Per 100,000 People: Age-Adjusted</i>					
Nat'l Goal	50.0	33.8	35.3		
California	47.8	38.1	34.8		
Imperial County	40.4	45.3	28.5		

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09-11 CAGR*	09-11 to 14-16 CAGR
Riverside County	52.5	42.8	34.2		
San Bernardino County	50.2	43.7	40.5		
San Diego County	45.0	34.8	34.3		
Fresno County	62.4	46.2	44.7		
Kern County	55.7	42.4	36.8		
Kings County	56.6	40.0	34.1		
Tulare County	53.2	50.6	40.9		

Source: ADE, Inc. based on State of California, Dept. of Public Health, County Health Profiles (multiple years: 2008, 2013, and 2018) *Note: CAGR = compound annual growth rate.

Table A-54: Preventable Deaths: Annual Average Number of Deaths Chronic Lower Respiratory Diseases (Asthma, Bronchitis, Emphysema, etc.): Three Three-Year Periods

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09-11 CAGR*	09-11 to 14-16 CAGR
California	12,831	13,045	13,312	0%	0%
Imperial County	38	31	38	-4%	4%
Riverside County	916	941	1,032	1%	2%
San Bernardino County	836	820	901	0%	2%
San Diego County	1,080	1,020	1,007	-1%	0%
Fresno County	291	284	297	0%	1%
Kern County	369	411	389	2%	-1%
Kings County	48	48	46	0%	-1%

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09-11 CAGR*	09-11 to 14-16 CAGR
Tulare County	142	172	158	4%	-2%
<i>Deaths Due to Chronic Lower-Respiratory Diseases Per 100,000 People: Age-Adjusted</i>					
Nat'l Goal	---	---	---		
California	34.7	35.0	34.1		
Imperial County	23.1	17.8	20.5		
Riverside County	47.6	42.9	44.3		
San Bernardino County	42.3	40.2	42.3		
San Diego County	35.4	32.9	30.7		
Fresno County	32.6	30.4	30.4		
Kern County	47.9	48.9	44.0		
Kings County	32.5	31.4	30.7		
Tulare County	34.0	38.7	34.0		
Source: ADE, Inc. based on State of California, Dept. of Public Health, County Health Profiles (multiple years: 2008, 2013, and 2018) *Note: CAGR = compound annual growth rate.					

Table A-55: Preventable Deaths: Annual Average Number of Accidental Deaths: Three Three-Year Periods

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09-11 CAGR*	09-11 to 14-16 CAGR
California	10,925	10,350	12,368	-1%	4%
Imperial County	73	48	76	-8%	10%

Jurisdiction	2004-2006	2009-2011	2014-2016	04-06 to 09- 11 CAGR*	09-11 to 14- 16 CAGR
Riverside County	688	667	846	-1%	5%
San Bernardino County	558	480	555	-3%	3%
San Diego County	885	963	1,078	2%	2%
Fresno County	360	326	406	-2%	5%
Kern County	338	330	446	0%	6%
Kings County	51	53	51	1%	-1%
Tulare County	210	148	167	-7%	2%
<i>Deaths Due to Accidents Per 100,000 People: Age-Adjusted</i>					
Nat'l Goal	17.1	36.0	36.4		
California	30.2	27.6	30.3		
Imperial County	43.5	28.6	42.5		
Riverside County	37.3	31.8	35.7		
San Bernardino County	30.5	25.6	27.5		
San Diego County	29.2	30.6	31.2		
Fresno County	43.7	37.1	43.8		
Kern County	47.3	42.3	54.0		
Kings County	38.7	39.7	38.6		
Tulare County	53.9	36.7	39.8		
Source: ADE, Inc. based on State of California, Dept. of Public Health, County Health Profiles (multiple years: 2008, 2013, and 2018) *Note: CAGR = compound annual growth rate.					

Table A-56: Annual Value of Shipments Through All Imperial County Ports of Entries (2007-2017)(\$mil.)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	07-12 CAGR	12-17 CAGR
Exports to Mexico	\$4,651.6	\$4,749.7	\$3,673.7	\$4,814.1	\$5,898.5	\$5,949.5	\$5,896.2	\$6,273.6	\$6,824.3	\$6,523.5	\$6,613.2	5.0%	2.1%
Calexico East	\$4,611.0	\$4,687.2	\$3,582.8	\$4,669.0	\$5,657.2	\$5,699.6	\$5,601.7	\$5,984.3	\$6,519.1	\$6,109.4	\$6,228.2	4.3%	1.8%
Calexico West	\$ 38.8	\$ 60.6	\$ 89.6	\$ 144.8	\$ 240.9	\$ 249.0	\$ 294.4	\$ 288.6	\$ 305.2	\$ 411.9	\$ 383.6	45.0%	9.0%
Other (Andrade)	\$1.8	\$ 2.0	\$ 1.3	\$ 0.3	\$ 0.3	\$ 0.9	\$ 0.0	\$ 0.6	\$ 0.0	\$ 2.2	\$ 1.5	-12.6%	10.1%
Imports from Mexico	\$7,086.6	\$6,399.4	\$4,761.3	\$5,543.8	\$6,044.8	\$7,011.2	\$7,405.2	\$8,319.1	\$9,698.2	\$9,441.1	\$9,529.5	-0.2%	6.3%
Calexico East	\$7,086.6	\$6,399.4	\$4,761.3	\$5,543.8	\$6,044.8	\$7,011.2	\$7,405.2	\$8,319.1	\$9,698.2	\$9,437.8	\$9,529.1	-0.2%	6.3%
Calexico West	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.4	0.0%	0.0%
Other (Andrade)	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 3.3	\$ 0.0	0.0%	0.0%

Source: Applied Development Economics, based on US Department of Transportation, Bureau of Transportation Statistics (TransBorder Freight Data: Port and Commodity Data Query)[<https://bit.ly/2wLmn5Q>]

Table A-57: Annual Value of Shipments By Modes of Transportation: Calexico East Port of Entry (2007-2017)

(\$millions)	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	07-12 CAGR	12-17 CAGR
Export	\$4,611.0	\$4,687.2	\$3,582.8	\$4,669.0	\$5,657.2	\$5,699.6	\$5,601.7	\$5,984.3	\$6,519.1	\$6,109.4	\$6,228.2	4.3%	1.8%
Trucking	\$4,451.9	\$4,515.5	\$3,466.7	\$4,493.3	\$5,395.5	\$5,496.4	\$5,455.4	\$5,783.8	\$6,374.8	\$5,986.8	\$6,116.0	4.3%	2.2%
Rail and other	\$ 159.1	\$ 171.7	\$ 116.2	\$ 175.7	\$ 261.7	\$ 203.2	\$ 146.3	\$ 200.6	\$ 144.3	\$ 122.6	\$ 112.2	5.0%	-11.2%
Import	\$7,086.6	\$6,399.4	\$4,761.3	\$5,543.8	\$6,044.8	\$7,011.2	\$7,405.2	\$8,319.1	\$9,698.2	\$9,437.8	\$9,529.1	-0.2%	6.3%
Trucking	\$6,981.2	\$6,324.4	\$4,745.2	\$5,520.8	\$6,006.8	\$6,974.3	\$7,373.6	\$8,286.7	\$9,672.6	\$9,422.7	\$9,518.3	0.0%	6.4%
Rail and other	\$ 105.4	\$ 75.0	\$ 16.1	\$ 23.1	\$ 38.0	\$ 36.9	\$ 31.6	\$ 32.4	\$ 25.6	\$ 15.1	\$ 10.7	-18.9%	-21.9%

Source: Applied Development Economics, based on US Department of Transportation, Bureau of Transportation Statistics (TransBorder Freight Data: Port and Commodity Data Query)[<https://bit.ly/2wLmn5Q>]

Table A-58: Annual Value of Shipments by Commodity Groups Exported to Mexico Via Calexico East Port of Entry (2007-2017)

Commodity Groups	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2017	07-12 CAGR	12-17 CAGR
	\$4,611.0	\$4,687.2	\$3,582.8	\$4,669.0	\$5,657.2	\$5,699.6	\$5,601.7	\$5,984.3	\$6,519.1	\$6,109.4	\$6,228.2	100%	4.3%	1.8%
01-05 Animal Prod	\$ 129.9	\$ 145.1	\$ 96.1	\$ 106.7	\$ 119.3	\$ 92.7	\$ 64.4	\$ 55.1	\$ 38.0	\$ 32.8	\$ 81.6	1%	-6.5%	-2.5%
06-15 Vegetable Prod	\$ 165.9	\$ 206.2	\$ 215.2	\$ 260.6	\$ 303.4	\$ 306.4	\$ 232.1	\$ 257.5	\$ 240.0	\$ 229.6	\$ 233.3	4%	13.1%	-5.3%
16-24 Foodstuffs	\$ 97.5	\$ 97.6	\$ 84.7	\$ 88.3	\$ 105.6	\$ 87.7	\$ 80.1	\$ 71.6	\$ 77.9	\$ 67.8	\$ 67.5	1%	-2.1%	-5.1%
25-27 Mineral Products	\$ 74.5	\$ 82.0	\$ 54.0	\$ 88.7	\$ 150.0	\$ 114.5	\$ 89.2	\$ 132.7	\$ 74.4	\$ 81.3	\$ 94.1	2%	9.0%	-3.8%
28-38 Chemicals & Allied	\$ 122.8	\$ 160.3	\$ 143.8	\$ 167.8	\$ 184.5	\$ 166.8	\$ 157.3	\$ 165.6	\$ 165.0	\$ 168.3	\$ 171.6	3%	6.3%	0.6%
39-40 Plastics / Rubbers	\$ 380.2	\$ 399.1	\$ 319.1	\$ 396.8	\$ 448.1	\$ 462.7	\$ 506.7	\$ 514.6	\$ 512.0	\$ 490.9	\$ 518.1	8%	4.0%	2.3%
41-43 Hides, Leather	\$ 5.2	\$ 9.3	\$ 10.4	\$ 23.4	\$ 18.2	\$ 21.9	\$ 25.4	\$ 25.9	\$ 21.1	\$ 22.4	\$ 42.9	1%	33.2%	14.4%
44-49 Wood Products	\$ 211.7	\$ 207.4	\$ 176.4	\$ 209.0	\$ 211.0	\$ 213.5	\$ 225.5	\$ 260.6	\$ 262.8	\$ 265.8	\$ 302.8	5%	0.2%	7.2%
50-63 Textiles	\$ 46.1	\$ 55.8	\$ 60.5	\$ 112.5	\$ 200.2	\$ 64.5	\$ 69.9	\$ 74.2	\$ 87.2	\$ 77.3	\$ 98.9	2%	7.0%	8.9%
64-67 Footwear/Headgear	\$ 2.4	\$ 4.4	\$ 2.8	\$ 29.7	\$ 39.9	\$ 8.6	\$ 24.3	\$ 14.6	\$ 32.3	\$ 15.5	\$ 22.6	0%	29.2%	21.3%
68-71 Stone/Glass	\$ 52.1	\$ 51.0	\$ 54.8	\$ 96.0	\$ 93.4	\$ 99.6	\$ 102.6	\$ 77.9	\$ 63.0	\$ 49.3	\$ 56.1	1%	13.8%	-10.8%
72-83 Metals	\$ 610.6	\$ 622.3	\$ 416.3	\$ 492.3	\$ 509.7	\$570.3	\$ 601.6	\$ 582.1	\$ 575.8	\$ 592.2	\$ 578.8	9%	-1.4%	0.3%
84-85 Mach/Electrical	\$1,852.2	\$1,817.4	\$1,518.7	\$1,920.9	\$2,316.0	\$2,440.5	\$2,538.2	\$2,850.4	\$3,419.9	\$3,120.7	\$2,969.3	48%	5.7%	4.0%
86-89 Transportation	\$ 652.6	\$ 605.7	\$ 209.5	\$ 397.5	\$ 632.6	\$740.4	\$ 585.9	\$ 580.1	\$ 572.6	\$ 467.5	\$ 505.1	8%	2.6%	-7.4%
90-97 Miscellaneous	\$ 195.0	\$ 212.6	\$ 207.6	\$ 260.2	\$ 313.7	\$303.4	\$ 294.8	\$ 314.0	\$ 373.6	\$ 426.5	\$ 485.0	8%	9.2%	9.8%
98-99 Service	\$ 12.2	\$ 10.9	\$ 12.9	\$ 18.6	\$ 11.6	\$ 6.1	\$ 3.9	\$ 7.2	\$ 3.5	\$ 1.5	\$ 0.6	0%	-12.8%	-37.3%

Source: Applied Development Economics, based on US Department of Transportation, Bureau of Transportation Statistics (TransBorder Freight Data: Port and Commodity Data Query)[<https://bit.ly/2wLmn5Q>]. *Note: CAGR = compound annual growth rate.

**Table A-59: Annual Value of Shipments: Advanced Manufacturing Products Exported to Mexico
Via Calexico East Port of Entry (2007-2017)**

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2017	07-12 CAGR	12-17 CAGR
Advanced Manufacturing	\$2,667.2	\$2,590.3	\$1,907.6	\$2,532.0	\$3,183.1	\$3,439.6	\$3,384.8	\$3,710.5	\$4,306.0	\$3,941.8	\$3,848.7	100%	5.2%	2.3%
Aircraft, Spacecraft Parts	\$ 0.6	\$ 1.3	\$ 8.7	\$ 27.1	\$ 94.2	\$ 115.3	\$ 132.6	\$ 158.3	\$ 131.7	\$ 154.1	\$ 163.8	4%	>100%	7.3%
Computer-Related Mach.	\$ 972.0	\$ 871.4	\$ 594.7	\$ 736.8	\$ 965.5	\$1,038.9	\$ 951.3	\$ 943.1	\$ 998.2	\$ 886.6	\$ 920.4	24%	1.3%	-2.4%
Electrcal Mach. Equipmnt	\$ 880.1	\$ 945.9	\$ 924.0	\$1,184.1	\$1,350.6	\$1,401.6	\$1,586.9	\$1,907.3	\$2,421.8	\$2,234.0	\$2,048.9	53%	9.8%	7.9%
Measuring, Testing Instr.	\$ 134.0	\$ 130.1	\$ 142.9	\$ 168.1	\$ 184.3	\$ 214.8	\$ 212.3	\$ 224.7	\$ 267.2	\$ 300.4	\$ 327.8	9%	9.9%	8.8%
Pharmaceutical Products	\$ 8.4	\$ 15.2	\$ 21.5	\$ 27.7	\$ 32.7	\$ 30.1	\$ 31.2	\$ 38.8	\$ 29.0	\$ 29.1	\$ 30.4	1%	29.2%	0.2%
Tools of Base Metal	\$ 22.1	\$ 23.3	\$ 16.2	\$ 19.3	\$ 17.8	\$ 14.0	\$ 17.6	\$ 16.6	\$ 19.8	\$ 25.4	\$ 16.3	0%	-8.7%	3.0%
Vehicles (not Railway)	\$ 649.9	\$ 603.0	\$ 199.6	\$ 368.9	\$ 538.1	\$ 624.9	\$ 452.9	\$ 421.6	\$ 438.4	\$ 312.2	\$ 341.1	9%	-0.8%	-11.4%

Source: Applied Development Economics, based on US Department of Transportation, Bureau of Transportation Statistics (TransBorder Freight Data: Port and Commodity Data Query)[<https://bit.ly/2wLmn5Q>] . *Note: CAGR = compound annual growth rate.

Table A-60: Annual Value of Shipments by Commodity Groups Imported from Mexico Via Calexico East Port of Entry (2007-2017)

Commodity Groups	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2017	07-12 CAGR	12-17 CAGR
	\$7,086.6	\$6,399.4	\$4,761.3	\$5,543.8	\$6,044.8	\$7,011.2	\$7,405.2	\$8,319.1	\$9,698.2	\$9,437.8	\$9,529.1	100%	-0.2%	6.3%
01-05 Animal Prod	\$ 75.6	\$ 69.0	\$ 75.6	\$ 76.0	\$110.9	\$ 169.3	\$ 170.2	\$ 187.7	\$ 285.5	\$ 273.6	\$ 254.4	3%	17.5%	8.5%
06-15 Vegetable Prod	\$ 322.8	\$ 380.8	\$ 284.4	\$ 360.2	\$455.2	\$ 399.3	\$ 490.1	\$ 517.0	\$ 622.8	\$ 694.3	\$ 746.2	8%	4.3%	13.3%
16-24 Foodstuffs	\$ 237.7	\$ 215.5	\$ 287.5	\$ 333.2	\$397.6	\$ 389.4	\$ 409.4	\$ 378.3	\$ 375.3	\$ 370.2	\$ 360.2	4%	10.4%	-1.6%
25-27 Mineral Products	\$ 1.3	\$ 1.8	\$ 2.0	\$ 1.1	\$ 2.3	\$ 3.0	\$ 3.3	\$ 2.6	\$ 2.6	\$ 5.4	\$ 6.8	0%	17.5%	17.7%
28-38 Chemicals & Allied	\$ 38.8	\$ 44.7	\$ 48.5	\$ 46.8	\$ 30.8	\$ 23.7	\$ 31.3	\$ 31.2	\$ 28.2	\$ 41.4	\$ 52.9	1%	-9.4%	17.4%
39-40 Plastics / Rubbers	\$ 107.8	\$ 98.5	\$ 82.0	\$ 89.9	\$ 90.2	\$ 97.8	\$ 138.3	\$ 130.4	\$136.2	\$ 108.9	\$ 131.7	1%	-1.9%	6.1%
41-43 Hides, Leather	\$ 5.2	\$ 5.3	\$ 4.7	\$ 6.4	\$ 9.2	\$ 9.4	\$ 6.7	\$ 23.3	\$ 19.7	\$ 6.8	\$ 5.7	0%	12.5%	-9.6%
44-49 Wood Products	\$ 16.6	\$ 10.0	\$ 13.1	\$ 23.7	\$ 25.2	\$ 32.4	\$ 42.2	\$ 54.6	\$ 51.2	\$ 52.0	\$ 45.0	0%	14.3%	6.8%
50-63 Textiles	\$ 31.1	\$ 31.7	\$ 24.2	\$ 22.4	\$ 21.7	\$ 22.0	\$ 20.1	\$ 19.5	\$ 20.4	\$ 28.1	\$ 22.7	0%	-6.6%	0.6%
64-67 Footwear/Headgear	\$ 1.1	\$ 4.0	\$ 2.8	\$ 3.7	\$ 4.7	\$ 5.1	\$ 5.4	\$ 7.2	\$ 9.3	\$ 13.5	\$ 13.7	0%	36.4%	22.1%
68-71 Stone/Glass	\$181.2	\$ 184.5	\$ 229.8	\$ 259.8	\$ 254.9	\$ 236.2	\$ 231.5	\$ 226.5	\$248.7	\$265.7	\$ 238.7	3%	5.5%	0.2%
72-83 Metals	\$453.4	\$ 456.1	\$ 299.6	\$ 388.7	\$ 449.8	\$ 477.4	\$ 388.9	\$ 302.7	\$328.3	\$310.9	\$ 352.5	4%	1.0%	-5.9%
84-85 Mach/Electrical	\$4,546.4	\$3,804.4	\$2,377.4	\$2,746.0	\$2,947.3	\$3,592.8	\$3,746.2	\$4,166.7	\$4,670.6	\$4,577.3	\$4,349.3	46%	-4.6%	3.9%
86-89 Transportation	\$274.9	\$ 291.5	\$ 273.1	\$ 326.8	\$ 388.1	\$ 599.7	\$ 690.3	\$1,072.0	\$1,612.1	\$1,340.2	\$1,502.4	16%	16.9%	20.2%
90-97 Miscellaneous	\$503.9	\$ 546.2	\$ 514.1	\$ 563.5	\$ 581.1	\$ 651.4	\$ 697.4	\$ 810.3	\$847.6	\$977.1	\$1,042.5	11%	5.3%	9.9%
98-99 Service	\$289.0	\$ 255.5	\$ 242.6	\$ 295.4	\$ 275.8	\$ 302.3	\$ 333.9	\$ 389.2	\$439.6	\$372.5	\$ 404.5	4%	0.9%	6.0%

Commodity Groups	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2017	07-12 CAGR	12-17 CAGR
Source: Applied Development Economics, based on US Department of Transportation, Bureau of Transportation Statistics (TransBorder Freight Data: Port and Commodity Data Query)[https://bit.ly/2wLmn5Q] . *Note: CAGR = compound annual growth rate.														

**Table A-61: Annual Value of Shipments: Advanced Manufacturing Products Imported From Mexico
Via Calexico East Port of Entry (2007-2017)**

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2017	07-12 CAGR	12-17 CAGR
Advanced Manufacturing	\$5,134.0	\$4,462.9	\$3,035.4	\$3,522.7	\$3,778.5	\$4,705.2	\$4,959.1	\$5,831.0	\$6,924.0	\$6,711.0	\$6,742.9	100%	-1.7%	7.5%
Aircraft, Spacecraft Parts	\$ 66.4	\$ 84.9	\$ 70.8	\$ 91.1	\$ 141.6	\$ 329.1	\$ 372.6	\$ 593.5	\$ 506.2	\$ 503.5	\$ 547.3	8%	>100%	10.7%
Computer-Related Mach.	\$ 744.2	\$ 677.8	\$ 497.8	\$ 800.3	\$ 946.9	\$ 990.7	\$1,013.7	\$1,153.0	\$1,196.5	\$1,141.6	\$1,009.1	15%	5.9%	0.4%
Electrcal Mach. Equipmnt	\$3,802.2	\$3,126.6	\$1,879.6	\$1,945.7	\$2,000.4	\$2,602.1	\$2,732.5	\$3,013.7	\$3,474.1	\$3,435.8	\$3,340.2	50%	-7.3%	5.1%
Measuring, Testing Instr.	\$ 300.1	\$ 348.5	\$ 361.3	\$ 421.6	\$ 428.8	\$500.8	\$ 511.2	\$ 581.0	\$ 632.6	\$ 773.9	\$ 865.3	13%	10.8%	11.6%
Pharmaceutical Products	\$ 11.8	\$ 18.1	\$ 23.3	\$ 26.8	\$ 14.5	\$ 10.5	\$ 10.9	\$ 10.8	\$ 8.5	\$ 19.8	\$ 26.3	0%	-2.3%	20.0%
Tools of Base Metal	\$ 1.0	\$ 0.5	\$ 0.3	\$ 1.5	\$ 0.5	\$ 1.4	\$ 0.5	\$ 0.5	\$ 0.2	\$ 0.3	\$ 0.1	0%	7.1%	-36.2%
Vehicles (not Railway)	\$ 208.3	\$ 206.5	\$ 202.3	\$ 235.7	\$ 245.8	\$ 270.5	\$ 317.6	\$ 478.4	\$1,105.8	\$ 836.3	\$ 954.6	14%	5.4%	28.7%
Source: Applied Development Economics, based on US Department of Transportation, Bureau of Transportation Statistics (TransBorder Freight Data: Port and Commodity Data Query)[https://bit.ly/2wLmn5Q] . *Note: CAGR = compound annual growth rate.														

Table A-62: Electric Power Generation (MW) by Source of Energy: Imperial County

	2002	2007	2012	2017	2007 Distribution	2012 Distribution	2017 Distribution	207- 2012 CAGR*	2012-2017 CAGR*
Plants by Source of Energy (MW)	797	861	1,329	2,818	100%	100%	100%	9%	15%
Solar	0	0	13	1,239	0%	1%	45%	---	149%
Alhambra Solar^	0	0	0	50					
Calipatria Solar Farm	0	0	0	20					
Campo Verde Solar	0	0	0	147					
Centinela Solar Energy'	0	0	0	174					
Community Solar 1'	0	0	0	6					
Crown Cooling Facility'	0	0	1	1					
Dominion Solar	0	0	0	31					
Heber Solar	0	0	0	10					
Imperial Solar Energy Center South	0	0	0	129					
Imperial Solar Energy Center West	0	0	0	149					
Imperial Valley Solar Co (IVSC) 2, LLC	0	0	0	20					
Imperial Valley Solar Company 1 LLC	0	0	12	23					

	2002	2007	2012	2017	2007 Distribution	2012 Distribution	2017 Distribution	207- 2012 CAGR*	2012-2017 CAGR*
Imperial Valley Solar, LLC	0	0	0	200					
NRG Solar (SDSU)^	0	0	0	6					
SEPV Imperial Dixieland East'	0	0	0	2					
SEPV Imperial Dixieland West'	0	0	0	2					
Seville 1'	0	0	0	20					
Seville 2'	0	0	0	30					
Sol Orchard El Centro PV	0	0	0	20					
Solar Gen 2'	0	0	0	150					
Sonora Solar Facility^	0	0	0	50					
Agricultural By-Products	10	0	0	0	0%	0%	0%	---	---
Mesquite Resource Recovery Project	10	0	0	0					
Disillate Fuel Oil	25	24	12	25	3%	1%	1%	-13%	16%
Brawley	12	12	0	0					
Rockwood	13	12	12	25					
Geothermal	454	513	576	713	61%	45%	24%	2%	2%
CE Turb	11	11	11	11					
Del Ranch Company\AW Hoch	42	42	42	42					
GEM II	10	10	17	19					
GEM III	10	14	12	27					
Heber	19	25	22	18					
J J Elmore	42	42	42	42					
J M Leathers	42	42	42	42					
John L. Featherstone Plant	0	0	25	55					
North Brawley Geothermal Plant	0	0	34	50					
Ormesa 1	26	26	22	24					
Ormesa 1H	24	24	29	23					

	2002	2007	2012	2017	2007 Distribution	2012 Distribution	2017 Distribution	207- 2012 CAGR*	2012-2017 CAGR*
Ormesa Geothermal II	21	21	12	24					
Ormesa IE	12	12	14	14					
Salton Sea Unit 1	10	10	10	10					
Salton Sea Unit 2	17	17	17	17					
Salton Sea Unit 3	50	50	50	50					
Salton Sea Unit 4	42	42	42	42					
Salton Sea Unit 5	46	46	46	46					
Second Imperial Geothermal	48	80	80	80					
Vulcan	38	38	38	38					
Energy Stor. Electricity	0	0	0	29	0%	0%	1%	---	---
El Centro	0	0	0	29					
Natural Gas	267	268	535	470	30%	39%	17%	15%	-3%
El Centro	254	255	468	324					
Niland Gas Turbine Plant	0	0	50	121					
Rockwood	13	13	13	25					
Spreckels Sugar Company	0	0	5	0					
Water (Conventional\Pumped)	41	42	44	63	5%	3%	2%	1%	7%
Double Weir	0	1	0	0					
Drop 1	4	4	4	4					
Drop 2	6	6	6	10					
Drop 3	6	6	6	10					
Drop 4	11	11	11	20					
Drop 5	3	3	3	4					
East Highline	2	2	2	2					
Pilot Knob	2	2	2	1					
Senator Wash	8	8	8	8					

	2002	2007	2012	2017	2007 Distribution	2012 Distribution	2017 Distribution	207- 2012 CAGR*	2012-2017 CAGR*
Siphon Drop Power Plant'	0	0	3	4					
Wood/Wood Waste Solids	0	15	16	14	2%	1%	1%	1%	-2%
Mesquite Resource Recovery Project	0	15	16	14					
Wind	0	0	133	265	0%	10%	10%	---	15%
Ocotillo Express LLC	0	0	133	265					

Source: Applied Development Economics, based on US Energy Information Administration, "Electricity: EIA-860 detailed data" (multiple years), and California Energy Commission, "Power Plant Statistical Information" (2017 only). *Note: CAGR = "compound annual growth rate". ^Note: from CEC database. 'Note: 2017 data not in CEC data -- assume 2016 EIA-860 data applies to 2017

Table A-63: Vehicle Traffic State Routes at Key Intersections in Imperial County

Key Intersections	2011	2012	2013	2014	2015	2016	11-16 CAGR
Southbound vehicle traffic on SR86 at SR86 (Imperial Ave.) and Adams Ave. intersection (El Centro)	30,500	30,500	30,000	28,500	28,500	28,500	-1.3%
Westbound vehicle traffic on Interstate 8 at Interstate 8 and SR 111 Intersection (east of El Centro)	30,500	31,500	31,600	31,600	32,500	32,500	1.3%

Source: ADE, based on Caltrans, "Traffic Volume for all vehicles on California State Highways" [multiple years]. *Note: CAGR = compound annual growth rate.

Table A-64: Truck Traffic State Routes at Key Intersections in Imperial County

Key Intersections	2011	2012	2013	2014	2015	2016	11-16 CAGR
Northwestbound truck traffic on SR86 at SR86 and Center Street intersection (Westmorland)	2,818	2,733	2,874	2,536	2,451	2,508	-2.3%
Westbound truck traffic on Interstate 8 at Interstate 8 and SR 111 intersection (east of El Centro)	2,647	2,640	2,721	2,420	2,791	2,875	1.7%
Westbound truck traffic on SR98 at SR98 and SR 111 intersection (Calexico)	1,151	1,170	1,137	1,182	1,119	1,242	1.5%

Source: ADE, based on Caltrans, "Traffic Volume for all vehicles on California State Highways" [multiple years]. *Note: CAGR = compound annual growth rate.

Table A-65: Trends in Passenger and Freight Volume at Imperial County Airport

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2007-2012 CAGR	2012-2017 CAGR
Passengers - Departing	11,626	7,057	5,641	4,751	6,136	5,491	2,630	2,717	2,601	4,136	5,606	-14%	0.4%
Passengers - Arriving	9,663	7,141	5,870	4,981	6,362	5,653	2,566	2,478	2,378	3,771	5,178	-10%	-2%
Freight (lbs) - Depart.	1,493,480	1,374,379	1,364,459	1,372,272	1,254,907	1,132,164	1,015,704	1,055,206	1,095,343	1,077,065	912,562	-5%	-4%
Freight (lbs) - Arriv.	873,425	907,532	1,077,072	1,142,674	1,118,410	923,283	1,035,250	1,192,166	1,162,298	789,968	704,576	1%	-5%

Source: ADE, Inc., based on US DOT, Bureau of Transportation Statistics, "Air Carriers Statistics (Form 41 Traffic) - All Carriers: T-100 Market (All Carriers)"(multiple years) (Note: 2017 is a 12-month estimate based on US DOT 11-month data). *Note: CAGR = compound annual growth rate.

Table A-66: Trends in Number of Persons Crossing into the United States at Various Imperial County Ports of Entry (Multiple Modes of Transit)

Passengers by Modes of Transit	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2007-2012 CAGR	2012-2017 CAGR
Pedestrians													
Calexico East	9,429	18,030	33,930	58,771	117,624	318,599	321,586	310,344	223,374	253,992	260,454	102%	-4%
Calexico West	5,290,977	4,359,901	3,904,913	4,586,846	4,451,119	4,885,868	4,794,339	4,567,333	4,498,322	4,270,911	4,212,342	-2%	-3%
Andrade	1,538,028	1,148,149	1,517,727	895,746	832,608	893,191	831,896	800,176	817,866	833,296	831,433	-10%	-1%
Personal Vehicle Passengers													
Calexico East	7,003,669	7,144,168	5,731,129	5,152,282	5,082,318	5,530,414	5,915,717	6,437,937	6,744,400	7,041,582	7,143,200	-5%	5%
Calexico West	10,949,336	9,432,447	8,625,713	7,474,182	7,099,725	6,981,401	7,132,134	7,221,528	7,644,148	7,851,664	7,860,166	-9%	2%
Andrade	1,161,051	981,916	883,929	793,770	789,113	828,660	795,616	911,988	1,036,699	1,080,857	1,177,023	-7%	7%
Bus Passengers													
Calexico East	28,064	41,725	40,161	52,184	88,064	92,630	103,690	111,400	122,873	116,240	115,600	27%	5%
Calexico West	25,425	33,800	625	0	0	0	0	0	0	0	0	- na	- na
Andrade	0	0	0	0	56	0	0	0	0	0	0	- na	- na
Train Passengers													
Calexico East	694	531	562	423	329	261	259	247	240	250	247	-18%	-1%
Calexico West	0	0	0	0	0	0	0	0	0	0	0	- na	- na
Andrade	0	0	0	0	0	0	0	0	0	0	0	- na	- na

Source: ADE, Inc., based on US DOT, Bureau of Transportation Statistics, "Broder Crossing/Entry Data" (multiple years). *Note: CAGR = compound annual growth rate.

**Table A-67: Trends in Number of Vehicles Crossing into the United States at Various Imperial County Ports of Entry
(Multiple Modes of Travel)**

Type of Vehicles	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2007-2012 CAGR	2012-2017 CAGR
Personal Vehicles													
Calexico East	3,417,977	3,549,486	2,953,733	2,626,731	2,784,769	3,016,974	3,198,849	3,399,697	3,622,215	3,829,484	3,843,383	-2%	5%
Calexico West	5,747,309	4,950,509	4,839,287	4,150,569	4,095,450	4,070,090	4,112,348	4,071,666	4,294,156	4,327,034	4,409,648	-7%	2%
Andrade	546,648	491,843	449,190	390,456	387,389	415,615	394,548	453,079	523,059	506,230	591,692	-5%	7%
Trucks													
Calexico East	323,348	325,975	276,894	303,552	312,973	322,424	325,690	325,243	337,474	349,727	360,833	0%	2%
Calexico West	0	0	0	0	0	0	0	0	0	0	0	- na	- na
Andrade	478	412	284	342	319	279	0	0	0	0	0	- na	- na
Bus													
Calexico East	1,170	1,669	2,451	1,897	3,193	2,564	2,571	2,785	3,064	2,906	2,881	17%	2%
Calexico West	996	1,352	25	0	0	0	0	0	0	0	0	- na	- na
Andrade	0	0	0	0	1	0	0	0	0	0	0	- na	- na
Rail containers													
Calexico East	9,774	8,101	5,977	5,903	8,265	6,609	5,120	7,148	7,200	6,387	7,679	-8%	3%
Calexico West	0	0	0	0	0	0	0	0	0	0	0	- na	- na
Andrade	0	0	0	0	0	0	0	0	0	0	0	- na	- na

Source: ADE, Inc., based on US DOT, Bureau of Transportation Statistics, "Broder Crossing/Entry Data" (multiple years). *Note: CAGR = compound annual growth rate.

Exhibit 6

Comprehensive Economic Development Strategy (CEDS) Content Guidelines:

Recommendations for Creating an Impactful CEDS

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1. Overview

These guidelines have been developed to assist economic development practitioners with the development or update of a CEDS. As a collection of tools and examples, they are intended to be aspirational in nature and should not be construed as additional requirements.

The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in America’s communities and regions through a place-based, regionally driven economic development planning process. Economic development planning – as implemented through the CEDS – is not only a cornerstone of the U.S. Economic Development Administration’s (EDA) programs, but successfully serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS provides the capacity-building¹ foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.

Simply put, a CEDS is a strategy-driven plan for regional economic development. A CEDS is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region.² It is a key component in establishing and maintaining a robust economic ecosystem by helping to build regional capacity (through hard and soft infrastructure) that contributes to individual, firm, and community success. The CEDS provides a vehicle for individuals, organizations, local governments, institutes of learning, and private industry to engage in a meaningful conversation and debate about what capacity building efforts would best serve economic development in the region. The CEDS should take into account and, where appropriate, integrate or leverage other regional planning efforts, including the use of other available federal funds, private sector resources, and state support which can advance a region’s CEDS goals and objectives. Regions must update their CEDS at least every five years to qualify for EDA assistance under its Public Works and Economic Adjustment Assistance programs. In addition, a CEDS is a prerequisite for designation by EDA as an Economic Development District (EDD).

This guidance is primarily intended to assist in efforts to develop the *content* of a CEDS document. It suggests how to develop the document’s format and substance to make the strongest, most useful and effective CEDS possible. The focus on content in these guidelines does not diminish the importance of the process used to develop a CEDS. A well-led, broadly inclusive process is vital to the creation of a relevant and effective document. It also serves to build leadership, enhance cooperation, and foster public ownership and enthusiasm. While the

¹ The terms “capacities” and “capacity building” refer to the public sector’s role in investing in new ideas, knowledge transfer, and infrastructure to build a foundation so that the private sector can flourish (i.e., enable economic development to promote regional prosperity).

² For the purpose of these Content Guidelines, the terms “area,” “region,” and “community” are often used interchangeably to refer to an appropriate political, economic, or geographic entity for addressing economic development.

high-level steps required to prepare a CEDS can be found in the Preparation section of this document, EDA suggests contacting the appropriate EDA regional office (specific points of contact can be found on EDA's website (www.eda.gov)) to learn more about the overall CEDS process and additional resources and guidance available.

From the regulations governing the CEDS (see 13 C.F.R. § 303.7), the following sections *must* be included in the CEDS document:

1. Summary Background: A summary background of the economic conditions of the region;
2. SWOT Analysis: An in-depth analysis of regional strengths, weaknesses, opportunities and threats (commonly known as a “SWOT” analysis);
3. Strategic Direction/Action Plan: The strategic direction and action plan should build on findings from the SWOT analysis and incorporate/integrate elements from other regional plans (e.g., land use and transportation, workforce development, etc.) where appropriate as determined by the EDD or community/region engaged in development of the CEDS. The action plan should also identify the stakeholder(s) responsible for implementation, timetables, and opportunities for the integrated use of other local, state, and federal funds;
4. Evaluation Framework: Performance measures used to evaluate the organization's implementation of the CEDS and impact on the regional economy.

In addition to the sections noted above, the CEDS must incorporate the concepts of economic resilience, workforce development, and equity. Economic resilience can be defined as “the ability of regions to anticipate, withstand, and bounce back from any type of shock, disruption, or stress that it may experience.”. The EDD or community responsible for the CEDS can address resilience as a separate section, distinct goal or priority action item, and/or as an area of investigation in the SWOT analysis. It may be most effective, however, to infuse the concept of resilience throughout the CEDS document. As a baseline, EDA suggests regions undertake a two-pronged approach to help identify and counter the vulnerabilities that each region may face (see section on Economic Resilience for more information).

Workforce development attempts to enhance a region's economic resiliency, adaptability, and prosperity through a focus on investment in the regional pool of human capital. The EDD or community responsible for the CEDS can address workforce development through the support of workforce education and skills training programs which are directly connected to the hiring and skills needs of the local/regional business community, and which result in well-paying, quality jobs (see section on Workforce Development for more information).

Equity in an economic development context, conveys a focus on development planning or implementation projects which serve to advance equitable outcomes across all American communities. The EDD or community responsible for the CEDS can address equity through investments that directly benefit traditionally underserved populations, or underserved communities, including persistent poverty counties, or rural areas with demonstrated historical underservice (see section on Equity for more information).

This document provides recommendations on what should be included in each of the sections required by EDA's regulations, and suggests tools, resources, and examples to help in each section's development. As a collection of tools and examples, it is intended to be aspirational in nature and should not be construed as additional requirements. This guidance stresses the importance of linking the sections (e.g., using background information that is relevant to the SWOT) to improve the CEDS focus and impact. Moreover, it emphasizes strategic approaches based on regional visioning, goals, measurable objectives, and prioritized actions – rather than the CEDS serving as an inventory of programs and projects already in process in regions. In addition, this guidance underscores the need to think beyond traditional job creation and embrace capacity building and broad-based wealth creation when developing goals, measurable objectives, actions, and performance measures. It also highlights the need to undertake an asset-based approach (i.e., efforts that focus on the strengths of a community or region) while considering the interdependencies between regional economic prosperity and other topics such as job-driven workforce development, natural resource management and development and sustainable land use. Finally, this guidance provides practical recommendations about formatting a CEDS that will result in an engaging, technically-sound strategy for guiding regional development.

Please note, however, that the CEDS examples recommended in this document are intended to be informative and a source of inspiration and should not be replicated wholesale for the CEDS section or area referenced. Each region's unique assets and challenges may make the use of another region's section structure and/or content ineffective.

2. Content

A CEDS should be developed with broad based community participation and result in a document that is readily accessible to regional stakeholders. Potential partners for developing a CEDS could include government agencies, private sector interests, education providers, non-profits, community and labor groups, workforce boards, utilities, etc. Stakeholders should be able to use it as a guide to understanding the regional economy and to take action to improve it. The CEDS should take into account and, where appropriate, incorporate or leverage other regional planning efforts, including the use of available federal funds, private sector resources, and state support which can advance a region's CEDS goals and objectives. Its quality should be judged by its usefulness as a tool for regional economic development decision-making.

There are four main elements of a CEDS: 1) summary background, 2) SWOT analysis, 3) strategic direction/action plan, and 4) evaluation framework. The background should provide an overview of the region's economic situation. Building on data from the summary background, the SWOT analysis should assess the state of the regional economy, including the opportunities and threats posed by internal and external trends and forces, and the availability of resources for economic development. The region's vision, goals, and measurable objectives, together with an appraisal of the region's competitive advantages, should form the basis of the strategic direction

and action plan. The evaluation framework should establish criteria and performance measures for evaluating the region's implementation of the strategic direction and progress toward goals and measurable objectives. The elements of the CEDS, seen through a lens of economic resiliency, should logically build upon and/or shape each other to result in a coherent, targeted document.

Recommended Resource: See *South Florida's 2012 CEDS with the "six pillars" statewide framework which provides a clearly articulated, unifying framework across EDDs in the state:* (<http://www.sfrpc.com/CEDS/SouthFloridaCEDS2012-17.pdf>).

Below are recommendations for what should be included in each of the required sections, and suggested tools, resources and examples to help in each section's development:

A. Summary Background: A summary background of the economic development conditions of the region

A background summary of the region should answer the question, "What have we done?," and present a clear understanding of the local economic situation, supported by current, *relevant* data. The information should be presented in the CEDS in a clear and concise way and be easily understood by the general public. To that end, and with an eye towards inclusivity and equity, the background summary should include the history of all those who have lived in the region. Incorporating a shared understanding of any wrongs of the past, legacies of distrust between leaders and communities, and systemic barriers to economic prosperity contributes to the transparency needed to build a foundation for action (for more information, see the section on Equity).

Data featured in the summary background section should be presented in an accessible manner (again see section on Equity) that is disaggregated where possible in order to show how populations have grown in the region, how income differs across race and geography, and how the structure of the economy contributes to economic disparities. Consider, in particular, data that allows for clear and relevant connections to the SWOT analysis and strategic direction. For example, data analysis revealing that a region's population is significantly older than the state or U.S. population as a whole is an important finding because it could impact workforce availability. However, it is not necessary to create multiple, detailed tables that break down population by age to prove that point—conserve space in the CEDS by moving that sort of information to an appendix.

Relevant information should be gathered in the following areas that affect the regional economy, *as appropriate*. In other words, not all of these items need to be addressed at length, especially if they are not relevant to regional conditions or needed to define or substantiate goals, measurable objectives, or specific actions. Identify key trends, make the points briefly and clearly for a summary section, and move other supporting data to an appendix. Relevant information may include:

- Demographic and socioeconomic data, including the human capital assets of the area and labor force characteristics such as the educational attainment of the working age population;
- Environmental, geographic, climatic, and cultural (including historic preservation) and natural resource profiles (e.g., mining resources, timber, fisheries, aquaculture, eco-tourism, etc.). Ideally, an environmental baseline for the area should be developed that identifies any environmental elements that may affect and/or constrain the regional economy. Relevant published literature for the region should be researched and dialogues established with the environmental regulators at the local, state and federal levels (for example: the Environmental Protection Agency (EPA), U.S. Fish & Wildlife Service (UFWS), state environmental agencies, etc.), as well as the State or Tribal Historic Preservation Officer. Please contact the appropriate EDA regional office for more information and guidance.
- Infrastructure assets of the area that relate to economic development including water, sewer, telecommunications/broadband, energy distribution systems, transportation modes, etc.;
- Emerging or declining clusters or industry sectors – and their past, present, and projected impacts on the region’s competitive advantages and ability to build capacity for economic development;
- Relationship of an area’s economy to that of a larger region or state (including global perspective), with particular regard to local advantages or disadvantages;
- Factors that directly affect economic performance in the area such as workforce issues; innovation assets; industry supply chains; state and local laws; financial resources; transportation systems; energy costs; business, personal, and property taxes; bonding capacity; land use patterns; and
- Other factors that relate to economic performance in an area such as housing; health services; educational, cultural and recreational resources; and public safety.

The CEDS should be a vehicle for promoting integration between economic development and other regional plans (including other federally-funded plans), which could include, but not be limited to, sustainability, transportation (e.g., Metropolitan Transportation Plan, Transportation Improvement Program), land use, housing, environmental protection, natural resource management and development, workforce development, disaster resilience, or others.

The CEDS should also identify opportunities for the integrated use of other local, state, private, and federal funds. The nature and extent of the integration between regional plans and funding streams will vary based on the unique circumstances of each CEDS region, but every effort should be made to leverage scarce resources to avoid duplication and increase impact.

In addition, the research should include a review of the long-term trends of the area to gain a more complete understanding of how the region’s current economic situation has been shaped over time by national and global forces.

Recommended Resources: *Data sources include the U.S. Department of Commerce’s Bureau of Economic Analysis (<http://bea.gov/>) and the U.S. Census Bureau (<http://www.census.gov/>). In particular, the Census Bureau’s Longitudinal Employer-Household Dynamics (LEHD) program provides information combining federal, state and Census Bureau data on employers and employees (<http://lehd.ces.census.gov/>). It includes statistics on employment, earnings, and job flows at detailed levels of geography and industry and for different demographic groups. Census’ OnTheMap tool (<http://onthemap.ces.census.gov/>) is a web-based mapping and reporting application that shows where workers are employed and where they live. It also provides companion reports on items such as age, earnings, industry distributions, and educational attainment. In addition, for communities with a focus on manufacturing, Census’ Investing in Manufacturing Communities Data Tool provides information on supply chains, workforce, research and innovation, and trade assets (<http://www.census.gov/fastfacts/imcp/>).*

Other sources include the U.S. Department of Labor’s Bureau of Labor Statistics (<http://bls.gov/>), including the Occupational Outlook Handbook (<http://www.bls.gov/ooh/>); state, tribal, and local governments; and universities. EDA-funded University Centers may serve as valuable resources in providing and analyzing the necessary data as well. In addition, this section may benefit from leveraging EDA-funded data tools, such as the Economic Development Capacity Index Tool (<https://www.anl.gov/dis/economic-development-capacity-index>) and the National Economic Resilience Data Explorer (<https://www.anl.gov/dis/economic-development-capacity-index>). Most EDD regions do not align with standard, federally-defined regions, such as metropolitan statistical areas. Most EDD regions are pre-loaded into STATS America, which makes collecting and aggregating data for multiple counties unnecessary. Information should also draw from any relevant and recent studies available.

B. SWOT Analysis: An in-depth analysis of regional strengths, weaknesses, opportunities and threats

A SWOT analysis of the regional economy should answer the question, “Where are we now?” by using the *relevant* data (see above) and background information to help identify the critical internal and external factors that speak to the region’s unique assets and competitive positioning. The SWOT is a strategic planning tool used by organizations to ensure that there is a clear objective informed by a comprehensive understanding of a region’s capabilities and capacity. A SWOT analysis identifies the region’s competitive advantages—those indigenous assets that make the region special or competitive in the national and global economies—juxtaposed against those internal or external factors that can keep a region from realizing its potential. Determining and analyzing what the region already possesses that could be leveraged better to build the capacity for growth, including competitive cultural, economic, technological, intellectual and physical assets, is critical to developing the strategic direction and implementation plan to promote regional economic vitality. Leveraging assets refers to using the activities and engagement of business, government leaders and other stakeholders to maximize the economic potential of a region.

It should be noted that, while a SWOT analysis is critical, there are various “SWOT-like” frameworks (other than a SWOT) that may be employed successfully. In fact, some of these other frameworks (e.g., “SOAR” [Strengths, Opportunities, Assets, and Risks] and “NOISE” [Needs, Opportunities, Improvements, Strengths and Exceptions]) *may* work better for your regions and for the stakeholders you are trying to engage. Consider employing whichever SWOT-like analysis allows for the broadest and most diverse group of stakeholders and community members to contribute their inputs (see the Equity section for more information on conducting an inclusive and equitable SWOT (or SWOT-like) analysis).

In addition, the SWOT analysis (or equivalent, as noted above) should consider economic resiliency. Specifically, what factors and/or elements are in place (or need to be put in place) to ensure the long-term success, viability, and durability of the regional economy?

Recommended Resource: See NADO’s 2011 report *Mobilize Maine: Asset-Based Regional Economic Development* at http://www.knowyourregion.org/wp-content/uploads/2011/09/NADO_MM_FINALlores.pdf for an example of an asset-based strategy.

SWOT analysis elements are commonly understood in the following terms:

- **Strengths** are a region’s relative competitive advantages (e.g., industry supply chains and clusters, extensive port, rail, and broadband assets, specialized workforce skills, higher education levels, collaboration among stakeholders) and often are internal in nature;
- **Weaknesses** are a region’s relative competitive disadvantages (e.g., a risk-averse or change-resistant regional culture), also often internal in nature;
- **Opportunities** are chances or occasions for regional improvement or progress (e.g., expansion of a biosciences research lab in the region), often external in nature; and
- **Threats** are chances or occasions for negative impacts on the region or regional decline (e.g., several companies in the region considering moving to lower-cost areas of the state), also often are external in nature.

Recommended Resources: *The SWOT should assess a wide-variety of regional attributes and dynamics. Specific areas and potential tools to facilitate their analysis are identified below:*

- *State of the regional economy. What are the strengths and weaknesses? What are the strong existing and growth sectors? Which areas are most distressed? What is driving job creation or loss and the state of economy in general? What are the region’s assets? See the Regional Innovation Accelerator Network (RIAN) at <http://www.regionalinnovation.org/assets.cfm> for more information on identifying and measuring asset categories (i.e., tangible, intangible, and business climate assets).*
- *Regional clusters. Which clusters, and industries and occupations within the cluster, are growing and declining, and why? EDA defines clusters as a geographic*

concentration of firms, workers and industries that do business with each other and have common needs for talent, technology, and infrastructure. See the U.S. Cluster Mapping Tool (<http://www.clustermapping.us/>) for more information on clusters and the promotion of clusters.

- *External trends and forces. What are the opportunities and threats? How is the region positioned to succeed in the national and global economies? What sources of exports and tourism, as well as foreign direct investment, can bring new wealth to the region? What industry sectors and clusters have growth potential through international trade and investment, and what are the region's target foreign markets based on these industries? What local public, private and nonprofit partnerships have been developed to promote exports and increase the region's export base? What are the strategic needs or gaps to fully implement an export promotion and investment attraction program (e.g., foreign outreach events, marketing materials, and research; and regional transportation infrastructure or regulatory issues)?*

Helpful resources for information on global competitiveness and positioning include the U.S. Department of Commerce's International Trade Administration's (ITA) program for investment attraction, SelectUSA (<http://www.SelectUSA.gov>), and local export promotion contacts, U.S. Export Assistance Centers/U.S. Commercial Service (<http://export.gov/eac/index.asp>). The following web resources also provide useful tools for analyzing a region's export trends: a) the U.S. Census Bureau's USA Trade Online (<https://usatrade.census.gov/>) provides monthly and annual trade statistics for goods at the district and port level, as well as state exports and imports; b) ITA develops state-level (<http://www.trade.gov/mas/ian/statereports/index.asp>) and metropolitan statistical area-level factsheets (<http://www.trade.gov/mas/ian/Metroreport/index.asp>) and TradeStats Express state (<http://tse.export.gov/TSE/TSEhome.aspx>) and metro (<http://tse.export.gov/metro/SelectReports.aspx?DATA=Metro>) databases with information on exported products, the number of exporting companies by state, and jobs supported by exports by state.

- *Broadband: Do communities, institutions, and businesses agree on the broadband and telecommunications needs of the region? Has the region discussed ways to leverage high-speed broadband infrastructure to support economic growth and development, business retention, and expansion, as well as its applicability to advancing equity, health, education, public safety, energy, and civic life? With the passage of recent legislation, including the Bipartisan Infrastructure Law (BIL), how do local and community needs intersect with state-level plans to promote greater broadband infrastructure access, expansion, affordable services, and digital equity in vulnerable communities? The National Telecommunications and Information Administration (NTIA) provides high-speed internet-related resources, including federal grant programs, such as; the State Broadband Leaders Network and Digital Equity Leaders Network (multi-stakeholder groups comprised of state and local-level government practitioners who work on addressing community broadband needs); broadband data and mapping; and additional tools and resources to support*

planning activities. For funding opportunities made available through the BIL, please visit the website for the Internet For All initiative at <https://www.InternetForAll.gov/>. For technical assistance, information about additional programs and funding opportunities, and planning support, visit the BroadbandUSA website at <https://broadbandusa.ntia.gov>. Check with your state economic development office, broadband office, and state broadband leader(s) to learn about planning efforts underway, how to coordinate with their work, and whether your state has recently collected data on broadband infrastructure, availability, and use.

- *Institutions of Higher Education/HBCUs. What institutions of higher education exist in the region? What resources are available within those institutions that can support regional resilience and economic development? Does the region have any EDA-funded University Centers and, if so, what services are provided by those institutions that can be leveraged? Are there Minority Serving Institutions (MSIs), such as Historically Black Colleges and Universities (HBCUs), that can assist in the planning process with resources related to economic development decision-making, workforce development and training, entrepreneurial and innovation efforts, and research and business assistance? How can these institutions help in the planning process, including assisting with data and analytics? Are there existing relationships between these institutions and other economic development partners in the region that can be strengthened to further support regional economic development objectives?*

*EDA-funded **University Centers** are focused on using university assets to build regional economic ecosystems that support innovation and high-growth entrepreneurship, resiliency, and inclusiveness. Specifically, they provide expertise and technical assistance to develop, implement, and support regional strategies. Expertise and technical assistance can be focused on workforce training programs, applied research centers, technology commercialization, feasibility studies, market research and data analysis, and economic impact analyses training among many other types of activities. The following web resources provide some examples of ways in which University Centers have supported regional economic development goals: (a) EDA's University Center Program webpage (<https://www.eda.gov/funding/programs/university-centers?q=/programs/university-centers/>), (b) NCGrowth, a University Center at UNC-Chapel Hill, helps businesses and communities create jobs and equitable opportunities through applied research and technical assistance (<https://ncgrowth.unc.edu/index.php/what-we-do/>), and (c) Purdue Center for Regional Development, a University Center at Purdue University, develops and improves online data tools, produces regional economic profiles and other informational resources, engages key stakeholders in mapping regional assets and opportunities, and strengthens regional collaboration and innovation networks (<https://www.pcrd.purdue.edu/signature-programs/eda-university-center.php>).*

***HBCUs** invest strategically in institutions and individuals at the local level to actively pursue innovation and entrepreneurship that can help more Americans improve their connectivity to and productivity within the 21st century. HBCUs have made*

significant contributions to the general welfare and prosperity of the United States while producing many leaders in business, government, academia, and the military. The most visible example of EDA's ongoing partnership with the HBCU community consists of those that have been designated as EDA University Centers (<https://www.eda.gov/funding/programs/university-centers/hbcu>).

HBCUs working with local ecosystems and communities can build processes by which innovators, students, current and prospective employees and employers, and entrepreneurs can better develop and launch solutions to solve real-world problems and maximize real-world opportunities. Today, there are 101 accredited HBCUs, public and private, concentrated in 19 states, the District of Columbia and the U.S. Virgin Islands. The economic returns produced by HBCUs are particularly evident at the state level, generating billions in total economic impact and thousands of jobs for their local and regional economies (<https://uncf.org/programs/hbcu-impact>). Across the states and territories where HBCUs are located, they annually provide an average of 6,385 jobs in each state and generate an average of \$704.7 million in total economic impact (<https://uncf.org/pages/hbcus-punching-above-their-weight>).

Of the many contributions that HBCUs make to the communities and regions in which they operate, one of the most compelling is workforce development. HBCUs often leverage specialized degree programs and students to support local business needs – including the increasing number of companies looking to diversify their workforces. Local economies are positioned to succeed in the global economy by possessing a highly trained, technically skilled workforce, and HBCUs generate talent that regularly feeds these local ecosystems. In particular, HBCUs have implemented proven practices to assist students in STEM (i.e., science, technology, engineering and mathematics) fields to obtain significant professional experiences, research opportunities, and mentorships. It is estimated that the United States will need nearly 1 million STEM professionals in the next few years, and HBCUs are leading the charge by producing 27% of African American students with bachelor's degrees in STEM fields. In addition, 21 of the top 50 institutions for educating African American graduates who go on to receive their doctorates in science, math, and engineering, are HBCUs (<https://www.edi.nih.gov/blog/communities/top-10-stem-historically-black-colleges-and-universities>).

Current examples of workforce-focused partnerships between regional planning organizations and HBCUs include a collaboration between Triangle J Council of Governments (TJCOG) and North Carolina Central University to research law enforcement recruitment, training gaps, and potential candidates in the region and provide departments with data-driven recommendations to improve their local recruitment efforts. For more information, see <https://www.tjcog.org/partnerships/regional-recruitment-partnership>. In addition, the Gulf Coast Economic Development District (GCEDD) partnered with Prairie View A&M University to establish the Rural Workforce Academy that provides skilled trades training certification and job placement to rural counties impacted by

disasters. For more information, check out <https://www.pvamu.edu/cahs/rural-workforce-academy/>.

In addition to workforce-related collaborations between EDDs and institutions of higher education/HBCUs, there are other ways certain EDDs have acknowledged and leveraged these institutions as key regional assets and contributors to a regional planning process that is innovative, competitive and inclusive of all interests who stand to benefit from strong local economies . EDDs that include university/HBCU administrators on their CEDS Strategy Committees and/or EDD boards are benefiting from the local insights and community knowledge that these institutions bring to the planning process for economic development capacity building (see the Piedmont Triad Regional Council at <https://www.ptrc.org/services/economic-development> and the Capital Region Planning Commission at <https://crpcla.org/economic-development>).

- *Environmental Sustainability/Climate. How can economic development be pursued, with an eye towards environmental sustainability and climate resilience? What unique environmental/climate risks face the regional community? How could future climate shifts alter or amplify these risks? What regional assets are at particular risk to future climate-related uncertainty? Are the existing infrastructure and workforce adaptable in the face of climate-related industrial shifts? How can land use, housing, economic development, transportation, and infrastructure planning be better integrated to support regional prosperity, while remaining conscious of regional/local climate challenges and environmental sustainability goals? Are there specific sustainability or climate plans or efforts that can be aligned or integrated with the CEDS? Are there opportunities to redevelop brownfields and vacant industrial space in an environmentally conscious way? What specific projects or efforts related to renewable energy, energy efficiency and reuse/recycling/restoration/preservation can be pursued as economic development drivers? What specific efforts, practices or policies have been established to lessen the negative environmental impacts of development, especially with regards to traditionally disadvantaged, disproportionately affected populations (environmental justice). (See the US Climate Resilience Toolkit and Climate Explorer Tool (<https://toolkit.climate.gov> and <https://crt-climate-explorer.nemac.org>) for more information on general climate resilience and existing climate risks. Also see Argonne National Lab’s National Economic Resilience Data Explorer (<https://www.anl.gov/dis/nerde-county-dashboard> for information on county or EDD-level natural hazard risk and information on historical disaster declarations. For more specific resources, please see the Resilience subsection on Climate Resilience.*
- *Energy needs. Are the energy needs of the region – and the importance of reliable energy security – understood? Have the methods of production, transmission, and distribution been analyzed in relation to regional economic development efforts (e.g., utility siting)? In particular, have opportunities for distributed and advanced energy been considered and addressed? Have utility companies been consulted and included in discussions about economic resilience and overall regional development? Have*

future energy needs been considered and planned for in light of changes in demand and climate? For information on Smart Grid see <http://energy.gov/oe/articles/economic-impact-recovery-act-investments-smart-grid-report-now-available>.

- *Partners for economic development. Who are the influential actors in the region? These may include organizations, businesses, or individuals that represent important issues, including those that may be less familiar to the economic development organization such as social service delivery and natural resource organizations.*
- *Resources for economic development. What relevant groups, organizations or individuals are located in the region? Who – including other federal agencies beyond EDA – can provide support and funding to build capacity for economic development activities? How can the CEDS leverage federal, state, and private sector funding resources in pursuit of its economic development objectives?*

Also, for an example of a relevant SWOT section of a strategy, see <http://arcreativealliance.com/resources/Southeast+Arkansas+Growth+Initiative+-+Regional+Plan+for+Economic+Development+-+Draft.pdf>

C. Strategic Direction/Action Plan: Strategic direction and an action plan (flowing from the SWOT analysis), which should be consistent with other relevant state/regional/local plans.

The strategic direction and corresponding action plan contained within the CEDS are the heart and soul of the document. They should answer the questions “Where do we want to go?” and “How are we going to get there?” by leveraging the analysis undertaken in the SWOT. The strategic direction and associated action plan should logically flow from the critical internal and external factors that speak to the region’s assets and limitations and its role in capacity building. The strategic direction should evolve from a clearly defined vision with prioritized goals and measurable objectives. A successful action plan should then focus on those regionally-driven strategic priorities that will be undertaken to bring the prosperity aspirations of the region’s stakeholders to fruition.

- **Strategic Direction: Vision Statement and Goals/Objectives**

The vision statement, goals, and objectives should respond to the analysis of the area’s development potential and problems (i.e., SWOT analysis). The goals should reflect the desires of most regional stakeholders and should also be realistic and limited to a manageable number. Some should address

Sample Vision and Goal/Objective:

Vision - Increase regional prosperity by being a globally competitive, business-friendly region, comprised of healthy communities that sustain a high-quality of life.

Goal 1 – Enhance emerging health care cluster

Objective 1 – Expand rural health care workforce development by increasing the percentage of people age 25+ with a completed postsecondary degree by 10% over the next five years.

things that can be realized within a short period of time, while others require a longer period for implementation. The vision, goals, and measurable objectives will provide a strategic framework for public and private decision-making and serve as the basis for the formulation and focus of the action plan.

The **vision statement** should answer the question “Where do we want to be in the next ten to twenty years?” The most common method for developing a vision statement is through a series of sessions or workshops. Regardless of the method used to form the vision statement, the visioning process should include broad community participation. A draft vision statement (and the associated goals and objectives) should be widely circulated for review and comment to ensure maximum stakeholder engagement.

Goals and objectives provide the basis for formulating the action plan and serve as milestones to evaluate regional progress. *Goals* are broad outcomes or general intentions that build upon the vision and are often intangible. Each goal should have a rationale that is clearly understood and publicly supported. *Objectives* are more specific, measurable, concrete, and support the obtainment of the goals. Goals and objectives provide benchmarks by which area officials, economic development stakeholders, and the community can measure performance. The goal and objectives should be consistent with community aspirations for economic prosperity.

The goals and objectives should be prioritized to provide a basis for decisions on the use of available resources. Establishing priorities at the goal-setting stage is a critical step toward formulating the CEDS. The following factors should be considered:

- The effect that achieving each goal will have on the development potential or problem.
- Actions related to the goals and objectives that are already underway or planned.
- The relationship of this goal and objective to the accomplishments of the other goals and objectives.

The successful establishment of a vision with corresponding goals and measurable objectives—properly prioritized and based on a reasonable view of the region’s strengths and capabilities—will result in a well-defined strategic framework that will drive overall implementation of the CEDS.

Recommended Resource: See North Central Florida RPC’s CEDS (http://ncfrpc.org/Publications/CEDS/NCFRPC_CEDS_2013-2017.pdf) or the measurable aspects of the Mobilize Maine strategy: <http://mobilizemaine.org/goals-accomplishment/>.

- **Action Plan: Implementation**

The action plan answers the question “How do we get there?” and is based primarily on the prioritized goals and objectives of the strategic direction. The action plan distills the vision, goals and objectives into concrete, specific actions to achieve the aspirations of the region’s stakeholders. Building on the well-defined strategic direction, the action plan should explicitly describe how the region will work together to achieve its goals and measurable objectives, including activity ownership, timetables, and committed resources.

The action plan, however, should NOT simply be a list of projects. Nor should it exclusively reflect those activities which EDA alone could potentially support.

The action plan should include a wide-range of activity types (housing, transportation, broadband, environmental, sector specific or cluster asset-leveraging efforts, etc.) and must be clearly linked to the goals and objectives from the strategic framework. A limited number of activities with the highest priority and potential for regional impact should be identified and described. Descriptions of these high priority activities of regional significance should include:

- a) An outline of the steps required to take each selected high-priority activity from inception to successful completion;
- b) A roster of the key individuals and institutions that will be responsible for implementing and supporting these steps;
- c) A reasonable estimate of the costs associated with implementing the activity;
- d) A list of the integrated funding sources (public, private and nonprofit) to support the costs; and
- e) A realistic time frame for execution (i.e., implementation schedule), with relevant benchmarks and performance measures that speak to overall impact.

A detailed, well-considered action plan increases the overall value of the CEDS, and makes it relevant and useful. While the action plan should provide a guide to prioritizing resources and efforts, it should not be used to limit the identification and implementation of other activities that support the strategic direction that was established as part of the development of the vision, goals and objectives within the CEDS.

Identification of priority activities should include broad-based participation from regional stakeholders, involving those affected by the proposed activities and those that can ensure their success. Partnerships with a variety of organizations and the private sector in the region are a key to successful implementation. Identifying elements for action may be undertaken using the following questions for guidance:

- What are the activities and what are their expected benefits?
- Which activities address the area’s greatest need or best enhance the region’s competitive advantages?
- Do these activities represent the best use of limited resources?

- Will the activities have positive economic, environmental, and social impacts and how can these be measured?
- Will the activities contribute to the overall economic resiliency of the region?

Recommended Resource: For example, see the Action Plan in Southeastern Utah's CEDS at <http://seualg.utah.gov/EDD/SEUEDD.htm>.

As with the background summary and the SWOT, the goals, objectives and action plan should incorporate the efforts undertaken to increase inclusivity and equity (for more information, see the Equity section). Use any disparities identified during discovery and research to inform the goals, objectives, and/or action items aimed at building inclusive economic development capacity (and consider whether it makes sense to include a separate goal/objective/action that is specifically aimed at benefiting a specific underserved population or community). Specifically, make sure all goals, objectives and action items:

- Clearly identify an equity advantage found during the strategic planning and engagement process;
- Identify what institutions to convene to activate a collective approach to elevating opportunity;
- Outline what is being measured or the desired outcome;
- Identify the length of time needed to address an approach which builds shared prosperity; and
- Name who is responsible or best equipped to drive a new approach.

D. Evaluation Framework: Performance measures used to evaluate the organization's implementation of the CEDS and its impact on the regional economy.

The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the overall CEDS while providing information for the CEDS Annual Performance Report (see section on Preparation), as required by EDA. These regular updates keep the strategic direction and action plan outlined in the CEDS current and the plan as a whole relevant. The evaluation framework is an important element of the ongoing planning process and should answer the questions "How are we doing?" and "What can we do better?" The evaluation framework, with its associated measures and timelines, should cascade from the strategic direction and action plan, which, in turn, flow from the SWOT analysis.

Performance measures should be identified to evaluate the progress of activities in achieving the vision, goals and objectives. EDDs and communities should consider traditional (e.g., jobs created and/or retained, private investment) and non-traditional (e.g., wealth creation such as GDP per capita, household income, per capita income, wages, net worth) performance measures for evaluating regional impact.

Although important, job creation/retention is just one element in determining whether a region is building the appropriate capacity to help the private sector flourish and the region,

as a whole, prosper. Job creation is the result of successful economic development investments and should be linked with broadband availability and adoption, quality of place, established entrepreneur networks, supply of skilled workers, increases in workers' earnings and wages, a climate of innovation, and/or other strategic investments.

The measures that are ultimately selected should be based upon what is important to the region, what conditions the region needs to reverse or create, and what regional assets can be leveraged. In effect, the measures should reinforce the *relevant* data and background information collected, SWOT analysis undertaken, and strategic direction and action plan developed to help identify the critical internal and external factors that speak to the region's assets, limitations, and overall ability to build capacity. It is also important to understand that the inclusive elements of economic capacity building may not immediately remedy longstanding marginalization across communities and racial groups, but efforts should be undertaken to measure progress nonetheless (see the Equity section for more information on different ways to measure the effectiveness of equitable strategies).

Recommended Resource: See *NADO's Performance Metrics Matter: Go Beyond Counting Jobs to Create a Highly Effective Comprehensive Economic Development Strategy* at <http://www.nado.org/performance-metrics-matter/> for more information on performance metrics can be used to create a more effective CEDS.

There are numerous options to consider (depending upon regional priorities, as noted above) when thinking about how to measure regional capacity building and prosperity. However, the concept of wealth is one that should be highlighted because of its natural alignment with asset-based strategies and approaches. More than just jobs and income, regional wealth is represented by intellectual, individual, social, natural, built environment, political, financial, and cultural assets. These assets, when invested in, nurtured, and leveraged appropriately, can reflect the true level of a region's economic (and social) well-being. Finding ways to better identify, foster, and measure these assets can help a region towards a more lasting prosperity since a focus on wealth creation and retention can build a region's resiliency and long-term sustainability.

Recommended Resource: See www.wealthworks.org for more tools and information on building and measuring regional wealth.

When developing measures of any kind, some keys questions to ask that may help determine the quality and applicability of the measures include:

- Can the measures be evaluated in an objective, timely, and cost-effective fashion?
- Are the measures focused on an outcome or result (i.e., data and information on the success of a specific process or engagement) rather than an output or activity (i.e., data or information on activities to help achieve an outcome)?
- Do the measures include a clear statement of the results expected?
- Do the measures support regional goals?
- Do the measures allow for meaningful trend or statistical analysis?
- Are the measures challenging but at the same time attainable?

- Are assumptions and definitions specified for what constitutes satisfactory performance?
- Have those who are responsible for the performance being measured been both identified and fully involved in the development of the measures?
- Are the measures tracking trends that are completely within the region's control or will national or global developments impact performance?

If a desired result from a strategic direction contained within the CEDS is not achieved, measures can help identify specific weak points and/or identify better approaches. In addition, while the CEDS evaluation is the responsibility of the economic development organization's professional staff, an outside party (e.g., staff from another EDD), a university center, or a consultant, may assist in the evaluation. For EDA investments in projects listed in the CEDS, the outcomes of the projects should be tied clearly to the performance measures in the CEDS (i.e., how did the grant-funded project help achieve a goal and measurable objective in the CEDS?). The evaluation should document where actual results met, exceeded, or fell short of projected outcomes.

Jobs and private investment will remain critical evaluation factors for CEDS plans and EDA-funded projects. Nonetheless, jobs and private investment do not tell the whole story about the impact of EDDs and implementation of CEDS. Take a comprehensive view of performance measures when communicating the results of CEDS implementation.

E. Economic Resilience:

It is becoming increasingly apparent that regional economic prosperity is linked to an area's ability to prevent, withstand, and quickly recover from major disruptions (i.e., 'shocks') to its economic base. Many definitions of economic resilience limit its focus on the ability to quickly recover from a disruption. However, in the context of economic development, economic resilience aims to better prepare regions to anticipate, withstand, and bounce back from any type of shock, disruption, or stress it may experience. Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. Often, the shocks/disruptions to the economic base of an area or region are manifested in three ways:

- Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;
- Downturns in particular industries that constitute a critical component of the region's economic activity; and/or
- Other external shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.).

At the regional or community level, economic development practitioners are instrumental in building the capacity for economic resilience. Economic development professionals and organizations often become the focal point for post-incident coordination, information dissemination, responding to external inquiries, and the lead grant administrator for federally-funded recovery initiatives.

In building economic resilience, it is critical that economic development organizations consider their role in the pre- and post-incident environment to include **steady-state** and **responsive** initiatives.

Steady-state initiatives tend to be long-term efforts that seek to bolster the community or region's ability to withstand or avoid a shock. Responsive initiatives can include establishing capabilities for the economic development organization to be responsive to the region's recovery needs following an incident.

Examples of *steady-state* economic resilience initiatives include:

- Engaging in comprehensive planning efforts that involve extensive involvement from the community to define and implement a collective vision for resilience that includes the integration and/or alignment of other planning efforts (e.g., hazard mitigation plans) and funding sources;
- Undertaking efforts to broaden the industrial base with diversification initiatives, such as targeting the development of emerging clusters or industries that (a) build on the region's unique assets and competitive strengths; and (b) provide stability during downturns that disproportionately impact any single cluster or industry;
- Adapting business retention and expansion programs (e.g., economic gardening or other enterprise supports) to assist firms with economic recovery post-disruption;
- Building a resilient workforce that can better shift between jobs or industries when their core employment is threatened through job-driven skills strategies and support organizations;
- Maintaining geographic information systems (GIS) that link with municipal business licenses, tax information, and other business establishment data bases to track local and regional "churn" and available development sites. GIS can also be integrated with hazard information to make rapid post-incident impact assessments;
- Ensuring redundancy in telecommunications and broadband networks to protect commerce and public safety in the event of natural or manmade disasters;
- Promoting business continuity and preparedness (i.e., ensuring businesses understand their vulnerabilities—including supply chains—in the face of disruptions and are prepared to take actions to resume operations after an event); and
- Employing safe development practices in business districts and surrounding communities. Strategies may include locating structures outside of floodplains, preserving natural lands that act as buffers from storms, and protecting downtowns and other existing development from the impacts of extreme weather.

Some examples of *responsive* economic resilience initiatives include:

- Conducting pre-disaster recovery planning to define key stakeholders, roles, responsibilities, and key actions;
- Establishing a process for regular communication, monitoring, and updating of business community needs and issues (which can then be used after an incident) ;
- Establishing/using a capability to rapidly contact key local, regional, state, and federal officials to communicate business sector needs and coordinate impact assessment efforts; and

- Establishing/using coordination mechanisms and leadership succession plans for short, intermediate, and long-term recovery needs.

The CEDS provides a critical mechanism to help identify regional vulnerabilities and prevent and/or respond to economic disruptions. Therefore, embracing economic resilience must be a key component of the CEDS document.

Integrating resilience into the CEDS should be undertaken as part of a two-pronged approach:

- 1) **Planning for and implementing resilience** through specific goals or actions to bolster the long-term economic durability of the region (**steady-state**), and
- 2) **Establishing information networks** among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (**responsive**).

***Recommended Resource:** See NADO’s CEDS Resiliency Library (<http://www.nado.org/resources/ceds-library/>) for catalogued examples of how EDDs are currently addressing resilience. The library allows users to browse CEDS that incorporate resilience by state and topic.*

- **Planning for and Implementing Resilience**

All communities, whether those in locations likely to experience significant natural disasters or those dealing with immediate or pending economic shifts, must be able to recognize their vulnerabilities. They should then develop goals, strategies, and actions that can mitigate the effects of an economic incident and support long-term recovery efforts. While there is no universal blueprint for building regional economic resilience, the following items may help in establishing a general framework or identifying specific activities/projects:

1. *Identify persistent economic challenges or deficiencies:* What are the region’s economic “weak spots” (i.e., vulnerabilities)? Is there a specific asset deficiency (e.g., poorly educated workforce, excessive dependency on a single employer or industry, lack of transportation access/options, low levels of broadband availability and/or adoption, impediments hindering a firm’s ability to gain access to the financial resources required to advance its business, major employers located in vulnerable areas)? Has a “planning horizon” been established (e.g., 10 to 15 years) for assessing economic vulnerabilities?
2. *Prepare for disruptions by identifying “early-warning” tools:* Does the region have an “anticipatory focus” that will help it react quickly when confronted with potential disruptions and challenges? Do community economic development professionals work with their local/regional emergency managers to address the risks identified through hazard mitigation planning? Do community leaders employ mechanisms (e.g., scorecards, state of the region reports, economic dashboards) that offer a regularly updated assessment of the regional economy?

3. *Build mechanisms that create flexibility:* Do the local governments have detailed and tested disaster response and recovery plans? Do the local governments and major employers have access to “surge” capital/credit resources? Does the region have a good handle on its assets to help identify emerging economic sectors that may lead to a diversified economic base? Has the region established mechanisms to realign and retrain its workforce post-disruption?
4. *Promote a positive vision for the region:* Is the messaging about the region’s assets and opportunities positive (to encourage investments in both times of tranquility and disruption)? Do stakeholders understand that actions that build resilience are good for the regional economy whether or not an economic shock occurs, and have they reached consensus on a set of actions they can take proactively? Are economic shocks used as an opportunity to “re-vision” (i.e., reassess) the region’s economy?

Regardless of the specific steady-state approaches considered or undertaken, the CEDS, *at a minimum*, should include an identification of the region’s key vulnerabilities and resilience-building goals, measurable objectives, and/or projects in the action plan.

Recommended Resource: See *Southeastern Vermont CEDS* (<http://seveds.com/wp-content/uploads/2012/08/FINALCEDSReport.2013.pdf>) for a good example of how to effectively describe a region’s economic vulnerabilities and recommend a strong set of measurable objectives and actions to address the challenges.

- **Establishing Information Networks**

In addition to identifying regional vulnerabilities and specific actions to address them, the region should establish mechanisms to facilitate active and regular communication between the relevant sectors to collaborate on common challenges. The economic development organization should be prepared to serve as a responsive participant in economic recovery efforts. The region should also be prepared to serve as an information hub by collecting data and convening the appropriate players to facilitate recovery post-disruption. The effectiveness of a region’s response to a major economic disruption is often enhanced if the public, private, education, and nonprofit sectors are aware of each other’s roles and responsibilities – particularly as they pertain to recovering from economic shocks. Established communication networks and information collection protocols coupled with broadly understood knowledge of key elements (such as supply-chain relationships) can help speed a region’s response. Once the networks are established, participants can be called upon in times of crisis to provide services and support in the case of a disruption.

More experienced economic development organizations will find opportunities to enhance and expand their business retention and expansion programs as a vehicle to mobilize action and facilitate information sharing. Other networking examples include the establishment of Business Emergency Operation Centers (BEOC) or Business Recovery One-Stop Centers. Among other actions, BEOCs serve as a hub of business-to-business collaboration and communication to connect private sector organizations with each other and with emergency response and recovery efforts while interfacing with local and federal emergency operations centers to ensure assistance and resources are being directed to businesses in need.

Recommended Resource: *Information on establishing a Business Recovery Center can be found at <http://restoreyoureconomy.org/recovery/business-recovery-center/>. Several states operate BEOCs, including Louisiana, Rhode Island, Missouri, and New Jersey. They take a variety of forms: state funded, state and university partnerships, and privately organized collaborations with universities. There is also a National BEOC operated by FEMA (see http://www.fema.gov/media-library-data/20130726-1852-25045-2704/fema_factsheet_nbeoc_final_508.pdf).*

Regardless of the specific responsive approaches considered or undertaken, the CEDS, *at a minimum*, should demonstrate how the region serves as both a source for information to deal with an economic challenge and as a convener of regional stakeholders to gather data and encourage collaboration post-disruption.

A note on structure: The two-pronged approach to resilience noted above can be included in the CEDS as a separate section. However, resilience could also be addressed by weaving the concept throughout the document (e.g., identifying a region’s vulnerabilities in the SWOT section, then developing specific goals or action items to counter those vulnerabilities in the strategic direction/action plan, followed by an exploration of ways to measure success in the evaluation framework). Regardless of how resilience is included in the CEDS, it is critical for regions to identify vulnerabilities and, where possible, bolster the capacities that may lead to economic resilience as part of regional planning efforts.

Recommended Resource: *The North Central Florida Regional Planning Council’s Economic and Disaster Resiliency Study (http://ncfrpc.org/Publications/EADRS/NCFRPC_EconomicAndDisasterResiliencyStudy.pdf) assesses the vulnerability of the region’s industries, critical infrastructure, housing, and other economic assets to hurricanes, and models the effects of a catastrophic event. This type of assessment could be used to inform the SWOT analysis.*

- **Pre-Disaster Recovery Planning**

It should be noted that a number of regions, particularly those that are prone to natural disasters, have engaged in resilience planning by focusing on the development of disaster recovery strategies. Developing and implementing a strategy for disaster recovery is often a good first step in establishing resilient regions. Specifically, certain regions have integrated economic development strategies, sustainability principles and hazard mitigation planning to ensure such activities are undertaken in a complimentary fashion. Examples of the benefits from this “cross-pollination” planning include promoting local procurement and hiring, the pre-prioritization of the resumption of major employers, and the siting of new commercial and industrial development in locations that are out of harm’s way.

In addition to providing a vehicle to approach resilience in a comprehensive fashion, a CEDS can often fill an important role in ensuring that disaster mitigation efforts are well-coordinated across municipal and county-lines to shape stronger, more resilient regions. Regardless of focus (i.e., broader economic resilience or a more directed look at disaster

recovery planning), the CEDS should still include the two primary elements: 1) “steady-state” initiatives that seek to bolster the community or region’s long-term ability to withstand or avoid a shock and, 2) “responsive” initiatives that establish and utilize capabilities for an economic development organization to be responsive to the region’s recovery needs post-disruption.

Recommended Resources: *See the Eastern Plains Economic Development Corporation’s appendix on disaster and economic recovery and resilience in its most recent CEDS at <http://www.epedc.com/brochures/full2012-2017CEDS.pdf>. Other examples include South Florida RPC’s CEDS (<http://www.sfrpc.com/CEDS/SouthFloridaCEDS2012-17.pdf>), Iowa Northland Regional COG’s CEDS (http://www.inrcog.org/pdf/2012_CEDS.pdf), and Mountainland EDD’s CEDS (<https://mountainland.org/site/webroot/images/upload/files/ED/Mountainland%20Full%20CEDS%2012-19-14-1.pdf>).*

The Northwest Oregon CEDS quantifies the region’s economic vulnerability by measuring the number of businesses and jobs located in flood zones, total and by industry, and the number of critical facilities in flood zones (http://www.nworegon.org/Assets/dept_2/PM/pdf/2014-2018ceds-final.pdf).

EDA, working with the State of Colorado, has developed an Economic Resilience Planning Evaluation Tool (https://www.eda.gov/sites/default/files/filebase/files/about/disaster-recovery/EDA_CO-Economic-Resilience-Planning_Oct2014.pdf) that contains a list of economic mitigation, preparedness and/or recovery components that could be used in infusing resilience into a CEDS.

A number of tools exist to help regions craft robust disaster resilience strategies. The Infrastructure Security Partnership’s 2011 Regional Disaster Resilience Guide for Developing an Action Plan (RDR Guide) provides a practical, “how to” approach to help communities and regions develop a useable disaster resilience strategy along with a number of key lessons learned from recent disasters and events. (see the RDR Guide at <http://tisp.org/index.cfm?cdid=10962&pid=10261>). Also see Florida’s guidebook Post-Disaster Redevelopment Planning: A Guide for Florida Communities at <http://www.floridadisaster.org/Recovery/IndividualAssistance/pdredevelopmentplan/tools.htm#guidebook>. The guidebook is intended to assist communities developing post-disaster redevelopment plans during pre-disaster periods. It provides best practices for planning and implementation based on research and pilot programs associated with the initiative led by the Florida Department of Community Affairs and Florida Division of Emergency Management.

NADO’s publication titled [Resilient Regions: Integrating Economic Development Strategies, Sustainability Principles and Hazard Mitigation Planning](http://www.nado.org/resilient-regions-integrating-economic-development-strategies-sustainability-principles-and-hazard-mitigation-planning/) (<http://www.nado.org/resilient-regions-integrating-economic-development-strategies-sustainability-principles-and-hazard-mitigation-planning/>) highlights how several regional organizations are incorporating disaster mitigation and sustainable development approaches into their economic recovery and resilience work.

In addition, RestoreYourEconomy.org (<http://restoreyoureconomy.org/>) contains a wealth of information to help regions impacted by disasters, as well as a number of tips and techniques to support overall economic resilience (see "[Leadership in Times of Crisis: A Toolkit for Economic Recovery and Resiliency](#)"). The site is a one-stop shop for disaster preparedness and post-disaster economic recovery resources, tools, event announcements as well as opportunities to connect with peers through social media groups.

- **Climate Resilience**

Overview

Over the past few decades, there has been an increase in the frequency and severity of climate and weather disruptions that are associated with climate change. Climate change threatens the well-being of businesses, supply chains, economic infrastructure, and other community assets – and the private sector is increasingly interested in investing in areas that have attempted to become more resilient to these climate events and shifts. By planning for and becoming more resilient to climate change, communities and regions can protect their investments while also taking advantage of new economic development opportunities driven by environmental sustainability.

Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to the climate³. Improving climate resilience involves assessing how climate change will increase risks, and/or create new risks, and taking steps to better cope with these risks. It includes **mitigation** strategies that tackle the causes of climate change and reduce or eliminate risks to people and property from these hazards. It also includes **adaptation** techniques that help people and built/natural systems to adjust to the new conditions to reduce risks to valued assets. Because the impacts of climate change are by nature regional, the CEDS provides a distinctive platform to help address climate hazards as part of regional economic development planning. As with economic resilience in general, there is no “one-size-fits-all” approach to incorporating climate resilience into the CEDS. Addressing climate resilience requires an iterative process of: **1) assessing risks and vulnerabilities, 2) prioritizing identified actions, and 3) investigating options to implement.**

In addition, EDA supports projects that address climate mitigation strategies, which are strategies to help tackle the causes of climate change (e.g., clean energy).

Assessing Risks and Vulnerabilities

A region’s climate change risk is a function of the climate-related hazards it will face and its potential vulnerabilities (e.g., financial losses) from such hazards. Therefore, the first step in

³ Center for Climate and Energy Solutions

building climate resilience is to explore the potential climate-related hazards for the region and determine which regional economic assets (potentially identified in the SWOT) may be exposed to those hazards. Considering the sensitivity and adaptive capacity of these assets can reveal if they are truly vulnerable. The below questions will help a region assess its vulnerabilities to climate change hazards:

- **What are the dominant stresses and existing vulnerabilities facing the region, independent of future potential climate change risks?** *What natural hazards (extreme heat, wildfires, drought, sea level rise, inland flooding, etc.) are currently confronting the region (or have confronted the region in the past)? What natural hazards are projected to threaten the region in the future? What socio-economic factors, including where vulnerable groups reside and how such neighborhoods have fared in past weather extremes and disasters, come into play? What are the primary economic sectors and commercial centers whose losses or inoperability would have severe impacts on the community and the ability to recover from a disaster?*
- **How might changes in the climate increase these stresses?** *What natural hazards may become more frequent or increase in severity due to climate change? How might these future hazards affect local businesses, industrial facilities, business centers, workers, and the community as a whole?*
- **What are the vulnerabilities of the built environment?** *What are the locations of population and business centers (including their proximity to potential hazards)? What are the life expectancies of critical infrastructure, hazardous land-uses, transportation and communication networks, etc.? Are the communities building codes sufficient?*
- **How may infrastructure, including water, sewer, telecommunications/broadband, energy distribution systems, and transportation systems be affected by more severe weather patterns and projected climate change effects?** *What and where are the key infrastructure assets in the region? How would the construction standards, age and capacity of these assets stand up to climate hazards such as prolonged or severe rain, wind or storm events? Are there back-up or redundant systems or alternative power generation opportunities?*
- **How may the workforce be affected by the effects of climate change?** *How will climate shifts that impact the local and regional labor market be anticipated? Is the workforce sufficiently adaptable to endure potentially large shifts? Does the training infrastructure exist to assist workers? To what extent can we maintain current workforce industry allocations, while focusing on resilience and adaptation, as opposed to large sectoral shifts?*
- **What assets currently exist that may increase resiliency?** *What natural and other resources exist in the region that could help mitigate or reduce the impact of climate change hazards? How can the region take advantage of these assets and the growth in cleaner industries? How can the region help buffer the effect of economic transitions or changes to the workforce caused by climate change? How can climate change considerations be integrated into economic development, capital improvement, or infrastructure decisions?*

Regions will want to increase their familiarity with projected climate hazards by securing up-to-date, localized information from expert sources (including from tools such as the *Climate Explorer* (<https://crt-climate-explorer.nemac.org>) or the *Climate Mapping for Resilience and Adaptation* portal and assessment tool (<https://resilience.climate.gov/>), and, where applicable,

potentially mapping the hazards and threats in the region. While current disaster information is informative, projected data are also important as threats will likely intensify over the next few decades.

Recommended Resources:

General Use: FEMA’s Hazard Mitigation Plans; Coastal Zone Management plans <https://coast.noaa.gov/czm/>; Georgetown Climate <https://www.georgetownclimate.org/adaptation/plans.html>; US Climate Resilience Toolkit and Climate Explorer Tool <https://toolkit.climate.gov> and <https://crt-climate-explorer.nemac.org>; the Fourth National Climate Assessment <https://nca2018.globalchange.gov/>; EPA’s Adaptation Resource Center (ARC-X) <https://www.epa.gov/arc-x>; FEMA, *Resilience and Planning Tool* <https://www.fema.gov/emergency-managers/practitioners/resilience-analysis-and-planning-tool>; FEMA’s Hazus, <https://www.fema.gov/flood-maps/products-tools/hazus>; Argonne National Lab’s National Economic Resilience Data Explorer <https://www.anl.gov/dis/nerde-county-dashboard>; Argonne National Lab’s Climate Risk Portal <https://disgeoportal.egs.anl.gov/ClimRR/>; and NOAA’s Climate Mapping for Resilience and Adaptation tool <https://resilience.climate.gov/>

Coastal and Island Communities: NOAA, *Sea Level Rise Viewer* <https://coast.noaa.gov/slr/>; National Fish and Wildlife Foundation’s (NFWF) *CREST Tool* <https://www.nfwf.org/programs/national-coastal-resilience-fund/regional-coastal-resilience-assessments>; NOAA, Digital Coast <https://coast.noaa.gov/digitalcoast/>; IPCC Sixth Assessment Report, 2021, Small Islands Fact Sheet https://www.ipcc.ch/report/ar6/wg1/downloads/factsheets/IPCC_AR6_WGI_Regional_Fact_Sheet_Small_Islands.pdf; East West Center, *Climate Change in the Commonwealth of the Northern Mariana Islands: Indicators and Consideration for Key Sectors* <https://www.eastwestcenter.org/publications/climate-change-in-the-commonwealth-the-northern-mariana-islands-indicators> and; NOAA, *The Distribution Mapping and Analysis Portal (DisMAP)* <https://apps-st.fisheries.noaa.gov/dismap/>

Flood Prone Areas: FEMA Flood Maps, Risk Rating 2.0 <https://www.fema.gov/flood-insurance/risk-rating>; NOAA, Interactive Flood Information Map <https://www.weather.gov/safety/flood-map>; First Street Foundation <https://firststreet.org/flood-factor/>; and US Army Corps of Engineers Silver Jackets Webinar, Climate Resilience in Flood Risk Management <https://usace.contentdm.oclc.org/digital/collection/p16021coll2/id/5504>

Wildfire Prone Communities: USDA Forest Service, Wildfire Risk <https://wildfirerisk.org/>; and First Street Foundation –<https://firststreet.org/>

Drought Prone Communities: National Integrated Drought Information System
<https://www.drought.gov/>

Identifying and Prioritizing Actions

Once the risk to specific assets has been characterized, groups can begin examining potential solutions which could reduce risk. The goal is to think broadly to develop a range of potential efforts that could reduce specific risks. In identifying actions to mitigate climate risks, it is important to consider many factors, such as: network effects (how vulnerable is a large area to an outage of a particular utility [e.g., electricity]), population vulnerability (traditionally disadvantaged, persistently impoverished populations), and scalability (scaling climate resilience from one area to wider reaching effects). It is also important to think about past events when developing potential actions. Factors of consideration and a review of past hazard-related events can and should be informed by individuals or groups with direct knowledge of particular vulnerabilities or important aspects of the community. Key stakeholders to consult may include:

- Representatives from all potentially affected industries (e.g., recreation/tourism; marine and boating; fishing/agriculture; small businesses; grassroots organizations)
- Emergency managers and disaster mitigation planners
- Experts in natural resource management (e.g., flood plain managers; forestry experts; drought experts; land-use planners)
- Utility representatives (e.g., energy and water utilities; communications)
- Infrastructure professionals (e.g., transportation; broadband)
- Financial interests (e.g., insurance sector; climate financing or green bond experts; banking)
- Vulnerable groups and those hard-hit by disasters and climate changes (e.g., non-english speaking residents; uninsured businesses; disadvantaged or underserved communities)
- Civic organizations
- Local government entities
- Labor organizations
- Academia and other institutes of higher education
- Local philanthropic organizations

In addition, strongly consider investigating how other communities and regions have addressed climate resilience as part of their regional planning efforts. NADO's CEDS Central site (<https://www.cedscentral.com/resilience.html>) and StatsAmerica's CEDS Resource Library (<https://www.statsamerica.org/ceds/Default.aspx>) may provide thought-provoking examples of the actions other regions are taking to bolster climate resilience.

Recommended Resource:

Eastern Maine Development Corporation (Bangor, ME) (<https://www.cedscentral.com/best-practices.html>): EMDC's CEDS is influenced by the region it serves -- a coastal area home to a legacy industry that has been impacted both by the changing climate and shifts in the global economy. The CEDS sets forth a key goal to

“Foster Methods of Adaptation and Mitigation to Strengthen the Region’s Resilience Against Climate-Related Impacts.”

With a deeper understanding of threats and vulnerabilities, as informed by preemptive planning and consultation with key stakeholders and other communities, regions can recognize their vulnerabilities and risks and make plans to address them.

Additional factors to consider in identifying actions may include:

Industry/Business - *Climate change will lead to substantial economic and business shifts. Changes may be like those that occurred as a result of the COVID-19 pandemic that highlighted how international supply chains, health issues and workforce shortages can affect local economic development. Climate change will affect natural resource dependent industries, such as: commercial fishing and aquaculture (mariculture); small- and large-scale agriculture; tourism and outdoor recreation, etc.*

Sea level rise will affect the functionality and location of ports and businesses along the coast. Convening discussions with specific industry and labor sectors and businesses to understand how natural hazards may impact operations, how climate change may exacerbate these stresses, and how communities can support businesses in responding to these risks is critical. Additionally, what economic dependencies (e.g., supply chains) exist between inland cities (e.g., Las Vegas) and coastal port cities (e.g., San Diego) that could be impacted or disrupted by extreme events? Similarly, regions may want to consider how to encourage investment and create jobs in climate resilient and new green industries, such as renewable energy, green infrastructure and flood resilience technologies, carbon sequestration and the like.

Infrastructure - *Electrical power, drinking water, wastewater, and communication system outages are becoming increasingly common in certain parts of the country following severe disasters. Regions will want to inventory their infrastructure, utilities, buildings, transportation systems, and other economic development assets to determine how they will stand up to extreme events. Developing a climate resilience inventory of infrastructure may help to inform where to locate new businesses, workforce training centers, business districts, and infrastructure based on current and future risk to ensure long-term safety. Overlaying climate change data with land-use plans will be helpful for planning purposes. Consider more resilient land-use patterns and resilient building techniques for new and existing buildings (e.g., elevation requirements, updating building codes, green building techniques, wildfire resistant landscaping, etc.).*

Workforce/People - *Consider how climate change effects, as well as adaptation and mitigation efforts, may adversely impact existing jobs and consider ways to help workers make this transition. Such impacts may be felt more severely by disadvantaged communities and minority businesses. Evaluating the economic development potential of climate*

resilience activities, including private investment and job creation, can help regions identify new job and economic development opportunities. Moreover, repeat disasters and climate change can lead to mental health issues, anxiety and even trauma. Regions and communities may want to consider ways to support the total well-being of residents and employees when planning for climate resilience.

After characterizing risk and understanding the relationships among the assets involved, it is important to identify an optimal sequence for addressing potential losses. The prioritization of specific actions should be based on the severity of risk associated with the exposed economic assets. While identifying specific actions to address all asset vulnerabilities may be the intent, it may be more practical/feasible to focus on those actions that will help build the resilience of the most important assets. Consider prioritizing actions by comparing the cost to implement the effort to the expected value of the benefit it will provide. If the total value of reduced risk to the asset through heightened resilience is expected to result in equal or better value than the cost of implementing the project, then that may be a project to prioritize. The social benefits of a project in the cost-benefit analysis are also important to consider. Though they can be difficult to quantify, projects which build equity and community can be as important as those that have positive, predominantly financial effects. Consider hiring risk management consultants to assist with this cost-benefit process if needed. Once complete, this set of prioritized actions may find its way into the CEDS as either a measurable goal or objective or a key project in the action plan.

Recommended Resources:

General Use: *Climate Ready Communities: A Practical Guide to Building Climate Resilience* <https://climatereadycommunities.org/>; *Climate Change and Social Vulnerability in the United States: A Focus on Six Impacts*, <https://www.epa.gov/cira/social-vulnerability-report>; *The National Association of Climate Resilience Planners* <https://www.nacrp.org/>; PolicyLink <https://www.policylink.org/resources-tools/understanding-climate-change-an-equitable-framework>; TNC/AE2COM, Nature Based Solutions and FEMA mitigation granting <https://www.nature.org/content/dam/tnc/nature/en/documents/Promoting-Nature-Based-Hazard-Mitigation-Through-FEMA-Mitigation-Grants-05-10-2021-LR.pdf>; FEMA, *Mitigation Action Portfolio, Best practices and case studies of mitigation projects funded by FEMA* https://www.fema.gov/sites/default/files/documents/feam_fy21-bric-mitigation-action-portfolio.pdf; HUD, *Climate Resilience Toolkit* <https://files.hudexchange.info/resources/documents/HUD-Community-Resilient-Toolkit.pdf>; National Academies *Guidelines to Incorporate the Costs and Benefits of Adaptation Measures in Preparation for Extreme Weather Events and Climate Change* <https://nap.nationalacademies.org/catalog/25847/guidelines-to-incorporate-the-costs-and-benefits-of-adaptation-measures-in-preparation-for-extreme-weather-events-and-climate-change>

Coastal and Island Communities: Sea Level Rise.org <https://sealevelrise.org/solutions/>

Flood Prone Areas: EPA, Stormwater infrastructure Planning Tool, <https://www.epa.gov/water-research/green-infrastructure-modeling-toolkit#clasic>

Investigating Options to Implement

With climate risks/hazards identified and priorities set, the next step is initiating implementation of the identified actions. In order for these efforts to come to fruition, a range of public and private funding and financing must be investigated and secured. There are many sources of funding available for climate resilience planning and implementation, as well as many types of funding/financing options (climate or green bond programs, infrastructure/green/resilience grants, planning grants, etc.), and it is important to understand the particular advantages and challenges posed by each of these financial instruments before securing funding. It may also be helpful to consider hiring specific staff resources (e.g., climate resilience coordinators) to help drive the planning and implementation of this issue.

Recommended Resources:

General Use: Economic Development Administration, EAA and Public Works <https://www.eda.gov/funding-opportunities>; FEMA, *Building Resilient Infrastructure and Communities (BRIC)* <https://www.fema.gov/grants/mitigation/building-resilient-infrastructure-communities>; Climate Resilience Fund <https://www.climate-resiliencefund.org/>; US Climate Resilience Toolkit, Funding Opportunities Database <https://toolkit.climate.gov/content/funding-opportunities>; USDA, Forest Service Sustainability and Climate webpage <https://www.fs.usda.gov/managing-land/sc>; EPA, Climate Resilience Funding <https://www.epa.gov/arc-x/federal-funding-and-technical-assistance-climate-adaptation>; and Center for Disaster Philanthropy <https://disasterphilanthropy.org/>

Coastal and Island Communities: NFWF, National Coastal Resilience Fund <https://www.nfwf.org/programs/national-coastal-resilience-fund>

Framing the Issue

Climate risks and hazards can have various impacts on economic development planning that may impact stakeholders and various interests differently. To reach all relevant audiences, consider elevating intersecting priorities for stakeholders that demonstrate the links between the benefits, and co-benefits, of building climate resilience and the stakeholders' economic development priorities. This will aid in framing the issue in a way which is accessible to the widest possible stakeholder group. For example, consider highlighting the links between climate resilience and public safety (e.g., “safe infrastructure is required to effectively protect everyone in the community.”), as a regional differentiator (e.g., “businesses want to start and grow in places that are better prepared to deal with climate hazards.”), or as a good business practice (e.g., “climate-related enhancements may improve the value of the land beneath

them and lead to increased property tax revenues.”). Demonstrating the links between climate resilience and other issues, while focusing on shared values and expectations, can lead to a wider degree of buy-in from the community at large, and foster increased understanding around the importance of integrating climate resilience into economic development planning.

- **Measuring Resilience**

Measuring the economic resilience of a community or region, including the actions taken to foster resilience, will vary depending on the assets and vulnerabilities of each region. Two common measures are the degree of regional income equality (i.e., how evenly income is distributed across a regional population) and the degree of regional economic diversification (i.e., degree to which economic activity is spread across sectors). Regardless of the specific types of data collected and measures used, it may be helpful to benchmark data collected against national averages to help identify trends and better inform the development of key strategies.

***Recommended Resources:** See the University of Southern California and the University of California Berkeley’s Network on Building Resilient Regions at <https://dornsife.usc.edu/perc/building-resilient-regions/> for general information on resilience and specifics on measuring resilience through the Resilience Capacity Index (RCI). As a means to gauge a region’s ability to effectively respond to a future stress, the RCI identifies regional strengths and weaknesses, and provides regional leaders with the ability to compare their region’s capacity profile to that of other metropolitan areas. In addition, see the Economic Diversity in Appalachia tool at <http://economicdiversityinappalachia.creconline.org/> for one method of determining industry, employment, and occupational diversity by region across the United States.*

F. Workforce Development:

Overview

As a critical component of economic development, the CEDS should highlight employer-driven, place-based workforce development efforts as an essential underpinning of the broader economic development strategy. To that end, when addressing workforce development in the creation or update of the CEDS, ensure any efforts:

- Are **employer led** to ensure skilled workers are connected to quality job opportunities.
- Are guided by **multiple community partners** such as educational institutions, labor unions, community-based organizations, and economic development organizations.
- Include **wrap-around services** to support the most vulnerable populations.
- Increase educational and workplace **diversity, equity, accessibility, and inclusion.**

- Prioritize proven **earn and learn models** like Registered Apprenticeships.
- Lead to **stackable, industry-recognized credentials** and ensure that information about credentials is publicly accessible through the use of linked open data formats that support full transparency and interoperability.
- **Measure and evaluate outcomes** such as workers' employment and earnings. Ensure that data is transparent, actionable, and linked back to those executing programs.
- Build **sustainable systems and partnerships** that endure to serve employers and workers beyond the federal investment.
- Connect **workforce development to economic development** (e.g., through the CEDS or CEDS Committee [see below]).
- Encourage the **use of other government and private funding**.
- Are **coordinated** across all levels of government (including federal).

The final point about coordinating efforts is crucial. While engaging all relevant stakeholders (public, private, educational, etc.) in activities such as curriculum development, training and/or work-based learning opportunities as central drivers for success, it is particularly important to make sure that the public sector players are aligned in their approaches. For example, it will be extremely helpful for the region's workforce strategy to be aligned (and not in conflict) with the workforce strategy of local elected officials and the Workforce Investment Board (WIB). Moreover, having the local or regional WIB engaged in the development and/or review of the CEDS may further solidify these important linkages. Some regions have furthered these connections between economic and workforce development by inviting WIB leadership or other workforce officials to be ongoing participants on their CEDS Committees. For more information on WIBs, please check out the National Association of Workforce Boards (NAWB) at <https://www.nawb.org/>.

Value of Sectoral Partnerships

One way for regions to ensure workforce development initiatives are well-coordinated and impactful is by encouraging the use of sectoral partnerships. A sectoral partnership is formed by a critical mass of employers from the same industry who join with other strategic partners to train and place workers into good, high-quality jobs (see below) that meet the needs of the targeted industry. The strategic partners can include K-12 education, community colleges, universities, community-based organizations, workforce boards, unions, industry associations, and employer-serving organizations. Sectoral partnerships are highly-effective in building regional resilience by breaking down silos between industry and other key stakeholders, ensuring that workforce systems – including strong talent pipelines – are developed that meet the needs of a local economy. Sectoral partnerships have been shown to improve training programs' participation and completion rates and have resulted in better employment and earnings outcomes for workers. At the same time, employers gain access to qualified talent that can support growth and overall competitiveness. To learn more about sectoral partnerships, please see Next Generation Sectoral Partnerships (<https://static1.squarespace.com/static/57ebae4d5016e1191947196b/t/5e45b8c0002e8a3e5fc025db/1581627590483/Training+Manu>). In addition, check out EDA's recent work supporting sectoral partnerships through its Good Jobs Challenge (<https://www.eda.gov/funding/programs/american-rescue-plan/good-jobs-challenge>). The Good

Jobs Challenge links workforce development and economic development by connecting local leaders with a diverse set of partners to generate new ways to equitably grow regional economies.

Importance of Good Jobs

A focus on good, high-quality jobs should be a guiding concept within any workforce development strategy. Good jobs reflect a combination of key attributes (see below) and are vital to healthy regional economies and successful businesses. In fact, many businesses understand that providing good quality jobs make them an employer of choice and creates a clear competitive advantage when it comes to recruitment and retention of key talent. Building the capacity for economic development with an eye towards establishing and growing businesses in your region that strive for (and abide by) these good job principles can often make your region more economically competitive.

The Department of Commerce and the Department of Labor have partnered to identify the characteristics of a good job, and as a result have developed eight principles (<https://www.dol.gov/sites/dolgov/files/goodjobs/Good-Jobs-Summit-Principles-Factsheet.pdf>) to create a framework and shared vision of job quality for workers, businesses, labor unions, advocates, researchers, and all levels of government:

- **Recruitment and Hiring:** Qualified applicants are actively recruited – especially those from underserved communities.
- **Benefits:** Full-time and part-time workers are provided family-sustaining benefits that promote economic security and mobility.
- **Diversity, Equity, Inclusion, and Accessibility (DEIA):** All workers have equal opportunity. Workers are respected, empowered, and treated fairly. DEIA is a core value and practiced norm in the workplace.
- **Empowerment and Representation:** Workers can form and join unions. Workers can engage in protected, concerted activity without fear of retaliation. Workers contribute to decisions about their work, how it is performed, and organizational direction.
- **Job Security and Working Conditions:** Workers have a safe, healthy, and accessible workplace, built on input from workers and their representatives. Workers have job security without arbitrary or discriminatory discipline or dismissal. They have adequate hours and predictable schedules.
- **Organizational Culture:** All workers belong, are valued, contribute meaningfully to the organization, and are engaged and respected especially by leadership.

- **Pay:** All workers are paid a stable and predictable living wage before overtime, tips, and commissions. Workers' pay is fair, transparent, and equitable. Workers' wages increase with increased skills and experience.
- **Skills and Career Advancement:** Workers have equitable opportunities and tools to progress to future good jobs within their organizations or outside them. Workers have transparent promotion or advancement opportunities.

For more information on the principles and the Department of Commerce's and Department of Labor's Good Jobs Initiative, see <https://www.dol.gov/general/good-jobs>.

Recommended Resource:

The Department of Commerce's *Job Quality Toolkit* (<https://www.commerce.gov/sites/default/files/2022-08/Job-Quality-Toolkit.pdf>) provides strategies and actions to help small- and-medium-sized organizations recruit and retain a high-performing workforce.

Integrating Workforce Development into the CEDS

Because of the important connections between workforce development and economic development, consider multiple ways to incorporate workforce development within the CEDS. Specifically:

- Take into account the workforce -- both in terms of regional composition and the corresponding skills sets -- when developing the **background summary** of the CEDS.
- Plan to make an examination of the region's education and training infrastructure a key component of the **SWOT analysis**.
- Include specific **measurable goals, objectives, and/or action items** focused on workforce development both from the perspective of companies and of workers, and in particular, from underserved communities.
- Determine how best to **measure the impact** (e.g., employment and earnings outcomes) of any workforce development efforts.

Finally, workforce development strategies can play a pivotal role in building regional resilience. In addition to enhancing resilience through sectoral partnerships (see above), another way to enhance regional resilience is to focus on workers gaining new skills. Regions' unique mix of industries and talent should be prepared to evolve to face new challenges and opportunities – often requiring incumbent workers to acquire new skills. Consider developing specific strategies that will position the region to help its workforce contemplate a broad set of career options by learning different (or repurposing) skills for new and emerging opportunities. In addition, look for ways for local industries facing specific workforce challenges to adopt a skills-first mindset in order to identify and access new sources of talent. An emphasis on skills will help any workforce development strategy to be better positioned to handle a variety of economic

disruptions and build long-term resilience (for more information, check out: <https://www.cedscentral.com/simon.html>).

Please see the CEDS with particularly strong workforce development components (noted below) as inspiration for including workforce in your CEDS.

Recommended Resources:

There are many helpful resources which can be used to build a strong workforce development component in the CEDS, among which are: the Bureau of Labor Statistics website (<http://bls.gov/>), including the BLS Occupation Outlook Handbook (<http://www.bls.gov/ooh/>). Other useful sites include STATS America's Regionizer (<https://www.statsamerica.org/regions/> (provides county level occupation cluster data)) and Innovation Intelligence tools (<https://www.statsamerica.org/innovation/> (provides industry cluster strength data)).

Brookings, as part of their Workforce of the Future initiative, has developed a useful tool (<https://smartgrowthcities.io/#/city-outlook>) that helps local economic development officials choose a successful growth strategy and provides a detailed analysis of the workforce implications of that strategy. From a workforce perspective, it can help regions determine the workforce requirements of different industries and help them learn about new, potential industries for the region based on the regional composition of the workforce.

The following web resources also provide useful information for workforce development considerations: (A) state and local workforce contacts can be found at <https://www.careeronestop.org/LocalHelp/service-locator.aspx> (search for "Workforce Investment Boards" under the "Workforce Systems Contacts" link); (B) state labor market information can be found at <https://www.careeronestop.org/Toolkit/ACINet.aspx> (click on the "State Information" link); and (C) state occupational projections can be searched at <https://projectionscentral.org/>.

Check out the work of Jobs for the Future (JFF), a national nonprofit driving transformation in the American workforce and education systems at <https://www.jff.org/>. JFF is leading a Community of Practice (CoP) (<https://www.eda.gov/communities/>) as an extension of EDA's Good Jobs Challenge. Under JFF's leadership, the CoP will share best practices, provide technical assistance, and extend professional networks among the Good Jobs Challenge's 32 grantee organizations.

In addition to general resources, the following are some good examples of workforce development/considerations highlighted in the following CEDS:

- Strong workforce considerations

- **Green River Area Development District:** https://gradd.com/wp-content/uploads/dlm_uploads/2020/11/CEDS-2020-Annual-Update-Final-Draft.pdf
- **Greater Portland Economic Development District:** https://www.greaterportlandinc.com/media/userfiles/subsite_214/files/ceds-final-document.pdf
- **Georgia Mountains Regional Commission: 2021:** https://www.gmrc.ga.gov/_files/ugd/c74cd0_d415a8611e874ccd935ded9465d6864a.pdf; 2022 DRAFT: https://www.gmrc.ga.gov/_files/ugd/c74cd0_d4666d2e60bb4c489f3c97a93da3c6f6.pdf
- **Central Upper Peninsula Planning and Development Regional Commission:** <https://cuppad.org/wp-content/uploads/2021/09/CEDS-Final-Draft-September-2021-Adopted.pdf>
- **East Michigan Council of Governments:** http://www.discovernortheastmichigan.org/downloads/ceds_2021_2025.pdf
- **Northeast Michigan Council of Governments:** http://www.discovernortheastmichigan.org/downloads/ceds_2021_2025.pdf
- Focus on workforce development strategies in support of targeted industry clusters
 - **Kenai Peninsula Economic Development District:** <https://kpedd.org/wp-content/uploads/2021/06/KPEDD-CEDS-Plan-2021-2026.pdf>
 - **The Southeast Conference:** <https://www.seconference.org/wp-content/uploads/2021/07/Updated-CEDS-2025-Feb-2022.pdf?2070f3&2070f3>
- Emphasizes establishing networks to collaborate on workforce development goals
 - **Greater Nashville Regional Council :** <https://www.gnrc.org/DocumentCenter/View/1371/Comprehensive-Economic-Development-Strategy---2020-Annual-Update>

G. Equity:

Overview

Incorporating equity and inclusive economic development ⁴ into the CEDS strengthens the quality of the process and the integrity of the document and makes regions more economically

⁴ EDA defines equity as providing support to traditionally underserved populations or underserved communities. (See EDA’s definition of underserved at <https://www.eda.gov/sites/default/files/2022-06/EDA-FY21-Investment-Priorities-Definitions.pdf>). New Growth Innovation Network (NGIN) defines inclusive economic development as a model for long-term regional prosperity, which equitably engages all individuals and assets in the community. It ensures that diverse talent and diverse business owners participate in the strategies that drive economic development in their region. This section grew out of a project EDA undertook with NGIN and its partners focused on inclusive economic recovery from COVID-19 economic impacts. Over the course of the project, the team worked with a group of EDDs to capture insights as they embedded economic inclusion and equitable economic strategies into

competitive. Equity, from an economic development planning perspective, is not a plug and play tool or checklist, but rather a set of strategies and targeted approaches to serve populations that may have been underserved by traditional methods to economic development. In the past, some economic development policies have failed to provide economic opportunities equally across all communities exacerbating economic exclusion, with particular discrimination by race, gender, socio-economic status and geography, resulting in geographic inequalities and impeding growth. Regions are now recognizing these impacts and are steadily equipping themselves with the knowledge and resources to take action.

The following serves as a preliminary guide for how EDDs and other regional planning organizations can approach equity and inclusion within their CEDS process and document. These recommendations serve as a vital step in incorporating processes and building definitive action towards inclusive, equitable growth. Embedding equity in the CEDS and regional economic strategies in an accessible, adoptable way which resonates with the widest possible portion of applicable shareholders can help enable a region to achieve more robust and durable economic growth by including valuable and untapped assets that may have previously been excluded from economic opportunity.

Process

EDDs should provide clarity on the approach used to create the CEDS, ensuring equitable principles serve as a foundation for the process. Adding language to the CEDS that lays out the process will help establish relationships early on and increase opportunities for engagement with community groups, diversifying the voices at the table and mirroring the groups most impacted by implemented strategies. When done well, the process enhances a level of transparency that organically calls for collaboration and clearly states a region's priorities and creates the necessary space for equitable outcomes. A few things must be considered to lead with equity in the process:

- **Lead with a commitment to transparency.** *Once there is buy-in, where an EDD or other regional planning organization expresses its commitment to honesty and openness in the CEDS, relationships previously difficult to sustain will solidify. The strategic planning process will reveal the shortfalls and opportunity gaps that inhibited success in the past and encourage previously left out communities to apply their input and expertise.*
- **Be intentional in your advisory council engagement and selection.** *It is important that strategic planning committees/advisory councils have not only geographic representation, but also diversity across race, ethnicity, and income. Inviting community-based organizations deeply connected to their community to represent community voices will take time but will yield powerful results when translating analysis into actionable strategies and goals.*
- **Be granular.** *Be clear how individuals are selected, the consideration criteria, and the timeframe and commitment needed, and if there are any honorariums given for*

their CEDS COVID-19 economic recovery plans. For more information, please view the award announcement (<https://www.eda.gov/news/blog/2021/03/08/eda-partners-new-growth-innovation-network-and-nado-research-foundation>) and the website (https://newgrowth.org/resources/eda_project/).

the expertise provided during the process. Provide clarity on how often the advisors will convene.

- **Clearly state the goal for convening.** *Centering equity makes starting points clear and identifies blind spots in any gatherings or convenings. The objectives begin to move towards establishing trust, breaking down silos, and reimagining a shared vision for the document.*
- **Make feedback circular.** *To eliminate the potential for community burnout, make sure to not only collect feedback from the community, but also to incorporate feedback from the community into the plan and share resources and information back to the community as a core action of the planning process. This is also a form of power sharing and addressing power dynamics between decision makers and community groups.*
- **Avoid static documents.** *Make room for modifications throughout the life-cycle of the CEDS. This will account for changing economic conditions in the community, allowing room for new voices to provide new perspectives on what was previously shared at the start of the planning process. Allow for continual inclusion of previously missing/marginalized voices, perspectives, and viewpoints. Make this part of any resilience-building efforts.*
- **Be clear about equity.** *Be direct and forthright in any equity conversations. An equity statement is welcomed but does not drive action. When equity is centered it will be woven throughout the document. The inequities in the region should be clearly identified in pre-research and should inform the planning process. Specificity in who is impacted should be woven throughout the CEDS document, so it is clear what impedes the community from building wealth collectively as a region.*
- **Ensure access to engagement opportunities.** *When designing equitable engagement processes, consider the format, location, and scheduling of events that serve audiences who have been historically excluded from engagement in the past. Consider both virtual and in-person engagement formats to align with varying abilities of residents and digital access gaps. Translation of any materials and discussion in languages should reflect the languages spoken by the local community. Ensure any physical locations are safe and convenient to reach for all community members.*

Recommended Resource:

Greater Peoria Economic Development Council (<https://greaterpeoriaedc.org/regional-strategy-ceds/>) provides a good example of a transparent planning process that results in a CEDS in which equity is woven throughout the document. Diversity, equity, and inclusion are infused throughout the goal areas to address systemic barriers to wealth creation and quality of life in the region.

Summary Background

The Summary Background section of the CEDS is the reader's first introduction to the region and describes the geographic area and the people who live and work there. An equitable CEDS will introduce the economic history of the region, creating a shared understanding of the critical questions, "What have we done?" and "Where have we been?"

Typically, in Indigenous communities, the orator is the archivist, researcher, and knowledge keeper all in one. They educate the community on what has been done to build the community to help inform how one should move forward. An equitable CEDS should similarly include the history of all those who have lived in the region, including Indigenous communities. This history builds a space for regions to make their case for equity. A shared understanding of any wrongs of the past, legacies of distrust between leaders and communities, and systemic barriers to economic prosperity creates the transparency needed to build a foundation for action.

Data in the Summary Background section should be used as part of this storytelling effort to paint a more accurate picture of the people and businesses that exist within the region. Data that describes demographics, industry clusters, and income should be disaggregated where possible in order to show how populations have grown in the region. Breaking down metrics, such as income, by race and ethnicity, gender, and geography across the region provides a different lens into how the structure of the local economy contributes to economic disparities. Data that describes populations should also use an asset-based framework. While it is important to note disparities between races and geographies, language should clearly communicate and celebrate diversity, highlight the assets and economic successes of communities by industry and the opportunities that full access to economic systems can generate for communities.

Recommended Resources:

Below are some tools for EDDs and other regional organizations looking to identify equity data and/or present data equitably.




- PolicyLink's National Equity Atlas: <https://nationalequityatlas.org/>
- Federal Reserve's Close the Gaps tool: <https://fedcommunities.org/data/closethegaps/>
- U.S. Census Bureau's Data for Equity: <https://www.census.gov/about/what/data-equity.html>
- Urban Institute's Do No Harm Guide: <https://www.urban.org/research/publication/do-no-harm-guide-applying-equity-awareness-data-visualization>

Mid-Columbia Economic Development District (MCEDD)

[\(https://www.gorgeconomy.org/\)](https://www.gorgeconomy.org/) provides a good example of a region introducing shared language in the CEDS with a common framework towards equity. MCEDD recognized the CEDS process as “an opportunity...to consider where there are gaps in economic opportunity, barriers to accessing this benefit that may vary by population or community, and ways to support improving outcomes.” MCEDD held seven public sessions - all virtual - as part of the process to update its five-year CEDS and partnered with a local community-based organization to host focus groups with the region's Native American and Latino/a/Hispanic communities. A summary of the CEDS in Spanish (https://assets.website-files.com/622e8847cde037798a8d0e62/62436ff0592ced0c064d5b16_MCEDD-CEDS_2022-2027_Resumen-Spanish_web.pdf) was also created and is hosted on their CEDS website.

SWOT Analysis

The SWOT analysis is an important tool in the CEDS development process that encourages critical thinking, stakeholder/community feedback and input, and qualitative data collection. The process for developing the SWOT and the stakeholders involved are critical and should be noted in the CEDS as an introduction to the SWOT analysis. Allowing a broad and diverse group of stakeholders and community members to contribute their input to the SWOT analysis ensures that this component of the CEDS is representative of many different views. However, the SWOT analysis may result in particular challenges related to equity. Below are some of these critical pitfalls of the SWOT analysis related to equity and tips to avoid them:

SWOT Pitfalls		Tips for Ensuring an Equitable SWOT
Items in SWOT analysis do not align with other sections of the CEDS, particularly those items related to equity challenges that might rely on qualitative rather than quantitative data.		<ul style="list-style-type: none"> • Connect SWOT to findings from data in the Summary Background • Ensure the items identified in the SWOT connect to the Strategic Action/Direction of the plan by highlighting opportunities that are actionable
The resulting SWOT does not accurately reflect the views of diverse populations and stakeholders.		<ul style="list-style-type: none"> • Include broad stakeholder input in the analysis to ensure diverse perspectives are present • Identify where community voice is included in the analysis; test findings with a broad group of community members across organizations, institutions, and place-based stakeholders
The SWOT frames resource gaps between communities as a weakness or threat of a particular community rather than a systemic issue that needs to be addressed.		<ul style="list-style-type: none"> • Do not use data to identify monolithic solutions for racial and other demographic groups (i.e., framing income/employment gaps as weaknesses within the region) • Use an asset-based language framework (https://www.chcf.org/wp-content/uploads/2021/04/UnderstandingAssetFramingGuidelinesAuthors.pdf) to allow more communities to access the plan.

Here are some potential alternatives to the SWOT analysis that still achieve the result of a SWOT but may work better for your particular community or region:

Potential Alternatives to the SWOT Analysis		
Alternative	How it functions	Examples
Strength, Opportunities, Aspirations, and Risks (SOAR)	This analysis utilizes an asset-based framework as discussed above which allows easier access to action and solutions.	<ul style="list-style-type: none"> • Merrimack Valley Planning Commission (https://www.nado.org/ceds-spotlight-merrimack-valley-planning-commission/) • Dayton Region Economic Development Strategy (https://www.mvrpc.org/sites/default/files/dayton)

		region economic development strategy final april 2022 web.pdf
Needs, Opportunities, Improvements, Strengths, Exceptions (NOISE)	This analysis is more typically been used in business strategic planning, but its focus on assets and action and a recognition of current activity could make it a useful tool for some regions.	<ul style="list-style-type: none"> • NOISE Alternative SWOT (https://mikecardus.com/noise-alternative-swot/)
WealthWorks: Eight Forms of Capital	This approach provides a framework to leverage local assets by exploring and naming multiple forms of capital/wealth that exist in a community or region. These are: Individual, Intellectual, Social, Natural, Built, Financial, Political, and Cultural.	<ul style="list-style-type: none"> • WealthWorks (https://www.wealthworks.org/basics/explore-regional-wealth-building/wealth-eight-capitals) • Wealth Creation Approach to Support Economic Development in Rural Communities – NADO Issue Brief (https://www.nado.org/wp-content/uploads/2021/10/Levy_FINAL.pdf)

Strategic Direction/Action Plan

The next step following analysis and community engagement is compiling what changes have occurred across the region that impact equitable growth. This process is typically translated into measurable goals and objectives and should lay the foundation for the strategic direction your region will take to tackle the inequities that inhibit community progress.

Regions are comprised of communities of varying density levels, including a combination of urban cores, small-to-midsize cities, and rural towns. Areas of concentrated economic disadvantage are persistent features of the U.S. landscape. An inclusive CEDS sets the tone for an entire region. Recognizing communities of all sizes and determining when to address specific community need is vital to sustaining equitable growth.

Common goals and strategies found in the CEDS include small business/entrepreneurial incubation, diversifying industries, creating quality jobs, and preserving natural resources. One common challenge related to equity is that CEDS plans rarely tackle the disparities found during discovery and research. Where poverty is identified, tracks to address it are often misdirected and point to other institutions to solve, without assessing the capacity of the ecosystem to address system issues that may perpetuate inaccessibility to wealth building opportunities.

The action plan is your opportunity to step beyond just identifying disparities and inequities in your region and plan concrete steps to address them. As you look to prioritize, ensure that your activities and objectives are addressing systemic changes rather than symptoms of the larger problem for long-term sustainability and impact. In setting these goals, include as much information as possible about the intended audience for the goal, including race, gender, age, geography, and other critical factors within your region.

Actionable strategies and goals should:

- Clearly identify an equity advantage found during the strategic planning and engagement process
- Identify what institutions to convene to activate a collective approach to elevating opportunity
- Outline what is being measured or the desired outcome
- Identify the length of time needed to address an approach which builds shared prosperity
- Name who is responsible or best equipped to drive a new approach

Recommended Resource:

Southeastern Wisconsin Regional Planning Commission (SEWRPC)

(<https://www.sewrpc.org/SEWRPCFiles/EconDev/CEDSReport-June2021.pdf>) is a region in which its CEDS recognizes the importance and urgency of confronting the region's equity issues throughout the document. It also includes an "Equity Analysis of Action Plan" that applies an equity lens to all of the CEDS strategies in an effort to evaluate the extent that they would benefit people of color and low-income residents.

Evaluation Framework

One of the commonly asked questions when applying equitable strategies in regions is how to measure efforts and the timeline for results. Applying equitable strategies may not immediately remedy longstanding marginalization across communities and racial groups. Economic development staff should track indicators linked to their long-term strategies. This approach allows for methodological approach to the CEDS which helps each update build upon the other, providing direction for future stakeholders in the region.

There are three broad categories regions can use to measure progress:

- **Macro-level indicators** – These indicators include broad macroeconomic data points, such as income, poverty, and education across race and geography. These indicators may not move on a five-year timeline but will set up a long-term approach to analysis and impact measurement. Additionally, regions may want to look at data on population and workforce retention in addition to overall growth indicators in order to get a fuller picture of equity changes over time.
 - Potential resources:
 - **NERDE:** <https://www.anl.gov/dis/national-economic-resilience-data-explorer-nerde>
 - **National Equity Atlas:** <https://nationalequityatlas.org/indicators>
 - **Migration Data:** <https://www.census.gov/topics/population/migration.html>
 - **Investing in Rural Prosperity – A Framework for Advancing Shared Economic Prosperity in Rural Communities across the U.S.:** <https://bsr.stlouisfed.org/connectingCommunities#98/investing-in-rural-prosperity-a-framework-for-advancing-shared-economic-prosperity-in-rural-communities-across-the-united-states>
- **Program-level indicators** – In addition to macro-level indicators, regions should consider what program-level data should be collected in order to measure impact.

These can be specific outputs related to programs and projects that serve particular businesses, employees, or residents. To identify metrics, organizations should consider building the evaluation process into program development. This may require memorandums of understanding and a strong university research partner. See examples of this model from Community Science

(<https://communityscience.com/webinar/organizational-effectiveness/evaluation-in-service-of-equity/>).

- **Qualitative indicators** – These indicators should include community voice, potential timeline adjustments, and external factors that may require a shift in focus. Regions should create visibility for the work by providing a public forum for this evaluation process to show progress on a yearly basis. Surveys should provide stakeholders and community room for input and feedback and proposed changes to existing strategies.

- Resource for developing equitable surveys

(<https://www.racialequitytools.org/resources/evaluate/collecting-data/data-collection-methods>)

Economic Resilience

The economic resilience section aims to better prepare regions to anticipate, withstand, and bounce back from any type of shock, disruption, or stress it may experience. Regions that prioritize equity and economic inclusion are well-positioned to be more resilient and respond to an unpredictable economic and climate future. They are effective at amplifying the talents, expertise, and potential of all residents, while at the same time seek to minimize socioeconomic disparities that can lead to regional instability and decline. A regional commitment to equity and inclusion is a regional commitment to becoming more resilient.

Make an effort to be intentional about incorporating equity and inclusion when crafting these strategies. For example, steady-state initiatives, designed to withstand an economic shock, may include building and strengthening networks with community groups, non-profits, and other organizations led by communities of color; enhancing inclusive workforce development initiatives; and building regional capacity to address the needs of communities at risk. Responsive initiatives require a solidified stakeholder network capable of providing assistance and resources to meet the needs of all communities within a region.

The negative effects of economic shocks, climate change, and planning decisions made without authentic community engagement most severely impact communities of color and low-income communities. The U.S. Environmental Protection Agency (EPA) defines ⁵ environmental justice (EJ) as “the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation and enforcement of environmental laws, regulations, and policies.” Consider incorporating the principles of EJ into

⁵. United States Environmental Protection Agency. (2022, September 6). *Learn About Environmental Justice*. EPA. Retrieved March 23, 2023, from <https://www.epa.gov/environmentaljustice/learn-about-environmental-justice>.

the CEDS planning and implementation process, including through deeper engagement with local community groups and organizations, incorporating more voices and perspectives into decision making processes, and researching/presenting data on the environmental and health impacts of planning decisions.

Recommended Resources:

- EPA’s EJ Screen (<https://www.epa.gov/ejscreen>) is a mapping and data tool designed to provide users with access to a dataset that combines environmental indicators (including air toxics risk, Superfund proximity, wastewater discharge, and more) and demographic indicators (including the percentage of people of color in a community, income levels, unemployment rates, age, and more).
- The Council on Environmental Quality’s (CEQ) Climate and Economic Justice Screening Tool (<https://screeningtool.geoplatform.gov/en/#3/33.47/-97.5>) was created to help Federal agencies identify communities that are “marginalized, underserved, and overburdened by pollution,” and it can also be useful to reference in regional planning and development effort.

Metropolitan Area Planning Council (MAPC) has developed a CEDS (<https://www.mapc.org/wp-content/uploads/2021/02/Final-CEDS-022521.pdf>) that focuses on the issues of equity and inclusion by defining terms, explaining their importance, and framing goals around these issues. The process and plan have three major themes: racial equity, economic resilience, and climate resilience.

3. Format

While the content of a CEDS is critical, the structure and presentation of the information contained within the document is also important. The following suggestions should help:

Keep your audience in mind. A CEDS must be a technically sound plan, but plans do little good if nobody reads them. Consider how your readers consume information. For example, a target of approximately 25 to 30 pages—with a three to five page executive summary containing key findings, opportunities, and initiatives—is a reasonable expectation for keeping a general audience engaged. Extremely busy readers, such as elected officials or business owners, may require a shorter version of the document as an overview, with a reference explaining where to go to find the more complete version. For professional planners, the full technical version of the CEDS may be appropriate. An executive summary, in particular, is an important and useful element since the general public, local officials, federal policy makers, and other senior level executives will generally seek information in a brief, easily digestible form. Decision makers, in particular, need an executive summary to make informed choices based on a short yet useful synopsis.

Recommended Resource: See North Central Florida RPC’s “strategy” and “technical” versions of the CEDS: http://ncfrpc.org/Publications/CEDS/NCFRPC_CEDS_2013-2017.pdf.

The Florida RPCs adopted this format as part of their statewide coordinated CEDS development.

In addition, data that do not directly link and support the strategy should not be featured prominently in the main part of the document. Too much data can be a distraction, especially if it interrupts the flow of the narrative. Use appendices for data that cannot be tied directly to the vision, goals, measurable objectives, and strategies.

Communicate creatively. While the content of a CEDS is clearly the most significant factor, the region or organization developing the CEDS does itself a disservice if the document does not have a professional and appealing look and feel. Many groups, especially those unfamiliar with EDA, will look to the CEDS as an indication of the organization's or region's capabilities and overall commitment to effective economic development. Also, the CEDS should make extensive use of charts, graphs and professional photos to draw attention to and bolster the messages within the CEDS.

In addition, the CEDS should be crafted in whatever format provides the best medium for communicating the strategies within the document. Regions are encouraged to experiment with hard copy reports, web-based CEDS, or even mobile apps for phones or tablets if that is appropriate and of interest to the region. In some instances, a CEDS may be best developed in a traditional word processing format. However, many strategy documents are now being developed using other mediums. Different formats should be researched to widen the possibilities. Recent strategy documents from consulting firms, research organizations and university centers may provide ideas on creative formats.

Recommended Resource: *For an example of a creative format, see http://nyworks.ny.gov/themes/nyopenrc/rc-files/southerntier/CU_RegEcoDevRprt_loR.pdf.*

Think beyond the document. When crafting the CEDS, a community should think creatively about how the document (or specific portions) may be used as a vehicle to engage stakeholders in a meaningful conversation and debate about their region. Consider how the CEDS can be used in social media – podcasts, blogs, videos, etc. How can the CEDS, or parts of it, be showcased on a website?

Recommended Resource: *Two examples of economic development organizations that have created engaging websites to complement their strategy documents include <http://pennyrilefuture.com/> and <http://ceds.alabama.gov/>.*

4. Preparation

The following is an overview of the steps required to prepare a CEDS, including recommended participants and the role of EDA. For more information on any step in the process of preparing a CEDS, please contact your appropriate EDA regional office (see <http://www.eda.gov/contact/>).

The preparation of a CEDS will depend on local circumstances, the organization's staff capacity, and level of resources of the region. The time it takes to develop an effective process will vary depending on the area's experience with economic development, the complexity of its problems, and the degree of coordination and cooperation among the participant stakeholders.

A key element in the process is the Comprehensive Economic Development Strategy Committee (Strategy Committee).⁶ Established by the planning organization, the Strategy Committee is the principal facilitator of the CEDS process and is responsible for developing and updating the CEDS. The Strategy Committee should broadly represent the main economic interests of the region.

Stakeholder Engagement

As previously noted, a CEDS emerges from a continuing planning process developed with broad based and diverse stakeholder participation that addresses the economic problems and potential of a region. The CEDS should include information about how and to what extent stakeholder input and support was solicited. Information on how the planning organization collaborated with its diverse set of stakeholders (including the public sector, private interests, non-profits, educational institutions, and community organizations) in the development of the CEDS and the formation of the Strategy Committee should be documented. For updated CEDS, information on how these critical stakeholder groups contributed to the plan's implementation should be noted. Documented evidence of these strategic partnerships strengthens a CEDS by demonstrating the commitment of local partners to coordinate work and investment across the region, helps to effectively target local funds and private sector resources, and legitimizes the CEDS as a product representing the region as a whole. Information should also be included that describes the planning organization's efforts to regularly engage partners and stakeholders on monitoring progress on the CEDS and to keep the plan both current and relevant.

Planners should take care to build stakeholder participation and buy-in for long term planning initiatives. Stakeholders need to understand how they fit into the picture of regional economic competitiveness and, more important, how engagement in a CEDS process will benefit their communities and organizations.

Consider using the CEDS as an opportunity to illustrate how the region's stakeholders are linked together. Illustrate the business-to-business linkages (clusters, supplier networks, value chains) and the social connections (social networks, places of worship, investor relationships). In addition, consider identifying opportunities for short-term, medium-term, and long-term activities in the CEDS. Stakeholder engagement can be maintained effectively and expanded to new stakeholders through short-term "wins."

Recommended Resource: *Innovate Kansas* <http://innovatekansas.org/>.

The steps below apply only to EDA-funded planning grantees (e.g., EDDs and Native American tribes):

⁶ Establishment of a Comprehensive Economic Development Strategy Committee is a requirement only for EDA funded EDDs and Native American tribes.

Step 1: Establish and maintain an Economic Development Strategy Committee (Strategy Committee) to oversee the CEDS process. It is recommended that members of the Strategy Committee be listed in the CEDS.

Step 2: Define the Strategy Committee's role and relationships.

Step 3: Leverage staff resources.

Step 4: Adopt a program of work.

Step 5: Seek stakeholder input. Craft the initial CEDS document and solicit and address public comments (per 13 C.F.R. § 303.6).

Step 6: Finalize CEDS document.

Step 7: Submit a CEDS Annual Performance Report.

Step 8: Revise/update the CEDS (at least every five years).

You can and should contact your EDA regional office staff at any point in this process for general technical assistance and advice. The regional office staff can help with EDA approval of the CEDS and with the annual reports.

Economic development organizations are encouraged to work with and make use of other EDA programs such as University Centers, Local Technical Assistance, Trade Adjustment Assistance, and Economic Adjustment Assistance. EDA regional office staff can provide current information on accessing these programs, as well as other non-EDA programs and that may be useful in the development and implementation of the CEDS.

5. Equivalent/Alternative Plans

As noted earlier, a CEDS should serve as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional economic collaboration.

However, a region does not have to develop a CEDS if a strategy has already been prepared or is being crafted for an alternate but complimentary purpose, for example, a regional sustainability plan. In the absence of an EDA-funded CEDS, and in an effort to reduce duplication and foster cross-agency collaboration, EDA may accept as a CEDS any regionally prepared plan, including plans prepared under federally or state supported programs. All that is required is that

- the alternate plan is current (developed or updated within the past five years and shows relevancy through actions such as public posting and/or active use)
- its preparation and contents address EDA's regulations (13 C.F.R. § 303.7)

- the plan is consistent with these guidelines – containing at least a summary background, analysis, strategic direction/action plan, and an evaluation framework
- alternate plans should clearly define the area that the plan will serve and provide evidence of a robust participatory process (broad-based and inclusive community engagement)

Those plans submitted as a CEDS alternative or equivalent that are *not* accepted by EDA often lack one or more of the elements noted above. Many plans that are not accepted do not include a robust action/implementation plan (with well-defined priorities), or the plans may not have a sufficient evaluation framework (with clearly defined measures). The equivalent plan must also include a mechanism for regular updates and “check-ins” that will keep the strategies and activities outlined in the plan current, and ensure that the plan as a whole continues to be relevant.

When crafting a regional plan that will also serve as a CEDS alternative or equivalent that covers a geographic area already covered (in part) by one or more CEDS, those previously approved CEDS should be folded into (sometimes called “nesting”) the new plan. The existing plans and evaluation frameworks can be effectively used to strengthen the newer plan. At a minimum, the organization(s) (for example, the Economic Development District) that prepared the previously approved CEDS should be consulted. Including key elements from the previously approved CEDS will ensure that the larger regional plan continues to address more local needs and requirements.

One model of “nesting” is the statewide CEDS (EDA encourages regions to collaborate across regions and at the statewide level on CEDS plans). A number of states have (or are in the process of) rolling-up the work of their regions’ individual CEDS

- to more effectively address larger, cross-cutting needs and priorities or
- to attain benefits that accrue beyond regional boundaries and that may require economies of scale to implement.

Recommended Resource: See this example of a statewide CEDS:

<http://ceds.alabama.gov/>). Examples of successful alignment between the CEDS and HUD’s Sustainable Communities Planning Grant include Central Minnesota: <http://resilientregion.org/> and the Centralina region in the Charlotte area:

http://www.centralinaedc.org/2012_CEDS_Update.php

It is critical that you begin the process of developing a regional plan that can also serve as a CEDS alternative document by engaging the appropriate EDA regional office and that region’s point-of-contact for your state (<http://www.eda.gov/contact/>).

The EDA regional office staff can help guide the process and ensure the new plans meet the basic requirements noted above. They also may be able to point out examples where such approaches have been undertaken successfully. Moreover, they may be able to help align schedules and increase coordination while preventing duplication in the development of multiple regional plans.

It should also be noted that EDA does not formally “approve” these alternate/equivalent plans. Rather, the EDA regional office will accept or deny the plan when the community or region applies for an EDA-funded project.