

MONTEREY COUNTY



**DEVELOPMENT
SET-ASIDE PROGRAM**



BOARD OF SUPERVISORS

| | |
|---|--------------|
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| Dave Potter <u>Mary L. Adams</u> | |

SALLY R. REED SONIA M. DE LA ROSA
County Administrative Officer

County of
Monterey
~~Monterey county~~
Mission Statement

"The Mission of Monterey County is to Excel at providing Quality Services for the benefit of all Monterey County residents while developing, maintaining, and enhancing the resources of the region."

County of Monterey~~Monterey County~~
Values

- We are committed to assuring honesty and integrity in all County actions.
- We are committed to providing top quality customer service.
- We are committed to practicing continuing innovation.
- We are committed to treating our fellow employees and our residents with respect at all times.

County of Monterey Goals

- Assure a sustainable and diversified economy that builds on County of Monterey local assets.
- Enhance and improve County services to assure an adequate safety net and quality of life for all County residents.
- Assure a strong public safety system which protects the public and minimizes the fear of crime.
- Assure the financial stability of the County.

MONTEREY COUNTY GUIDING PRINCIPLES

In order to ensure honesty and integrity we will:

- Keep our commitments to each other and to our community.
- Give our best professional recommendation.
- Constructively consider other opinions.
- Be accountable for our actions and hold others accountable for theirs.
- Recognize, at all times, that our authority as employees and officers is founded on the public trust.

In order to provide top quality

customer service we will:

- Minimize or eliminate the time customers wait to be served by County employees.
- Meet or exceed the expectations of the customer.
- Empower staff to respond flexibly to the needs of the customer.
- Provide services in a manner consistent with state-of-the-art professional techniques.

In order to practice continuing innovation we will:

- Recognize the necessity of constructive change.
- Communicate extensively among ourselves and with our public.

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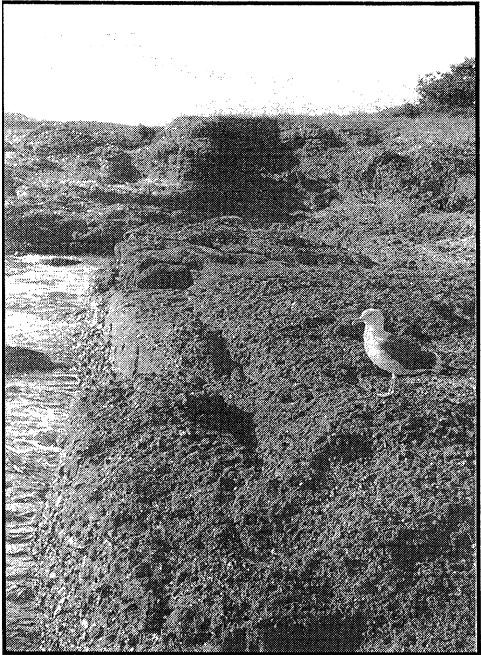
- Initiate proactive steps to meet anticipated challenges.
- Encourage calculated risk taking by County employees in order to experiment with improved business practices.
- Continue professional growth.

In order to lead through teamwork, collaboration and inclusion we will:

- Develop and maintain trust among ourselves and with the public.
- Maintain professional relationships of mutual respect and support.
- Share responsibility for moving the County organization toward excellence.
- Communicate fully and openly with each other and the public.
- Include all persons and all perspectives.
- Focus on solutions.

In order to treat our fellow employees and our residents with respect and courtesy at all times we will:

- Maintain respect for the individual.
- Recognize employee excellence at every opportunity.
- Take corrective action, where necessary, in privacy and with respect for the individual.
- Provide quality customer service in a timely and courteous manner.



Pebble Beach, California

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GENERAL OVERVIEW

~~Monterey County~~The County of Monterey is situated on the California coastline and covers over ~~3,730~~ square miles. It has the largest acreage in California and the County's visitors and residents enjoy a wide range of natural environments and recreational and cultural activities.

Monterey County's population is in excess of ~~427,380~~,000. Much of the population growth is taking place in the central and southern Salinas Valley cities.

Monterey County enjoys a reputation as the "World's Salad Bowl" because of the wide variety and large volume of vegetable crops raised in the County. Monterey County's agricultural production is in excess of ~~\$3.92-0~~ billion.

Tourism is the second largest industry in Monterey County generating in excess of ~~\$3.11-5~~ billion and employing approximately ~~2547~~,000 people. Due to the spectacular coastline, mild weather, accessible beaches, wooded

hotels and restaurants and wineries, ~~Monterey County ranked tenth in travel and tourism spending statewide in 1997.~~

Monterey County is characterized as a small business community. A strong small business sector is vitally important to the County's economic health. Approximately 60% of the County's businesses employ four or less employees.

Due to the convenient proximity to ~~the Bay Area~~Southern California, a diversity of locations, talented local resources and quality services, filmmaking activities generate an economic impact of approximately ~~\$3.50~~ million annually. In addition, it makes Monterey County visible nationally and internationally through movies, commercials and other advertising media.

With the rich heritage and array of cultural activities that are offered in Monterey County the arts are a tool for economic development as well as a resource that enhances the quality of life for the residents.

mountains, historic landmarks and world-class



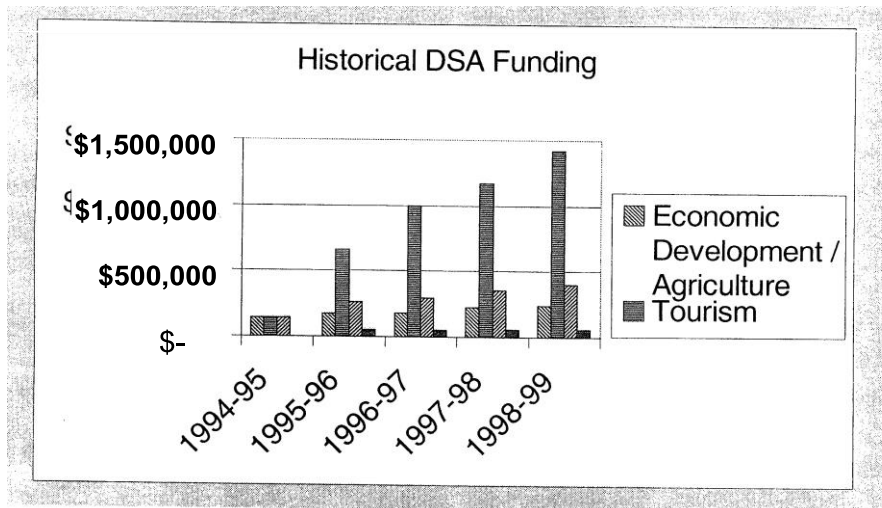
County of Monterey Courthouse, Salinas, Calif.

DEVELOPMENT SET-ASIDE PROGRAM

I. PROGRAM OVERVIEW

The Monterey County Board of Supervisors established the Development Set-Aside Program in 1985 to promote and expand tourism, economic and agriculture development and cultural art activities that strengthen and broaden the County's economic base. The Board of Supervisors revised this Program in 1994 and again in 1999.

The Board designated the Monterey County Travel and Tourism Alliance (MCTTA), Economic Development Corporation of Monterey County (EDC), Monterey County Film Commission (MCFC) and the Cultural Council For Monterey County (CCMC) to serve as the County's partners to implement the Program. Each agency annually develops a promotional plan and submits it to the County through the Overall Economic Development Commission (OEDC) for approval. Contracts and budget appropriations are approved annually by the Board of Supervisors.



forwarding to the Board of Supervisors. The CAO staff prepares the contracts and submits them to the Board of Supervisors for approval.

The Board of Supervisors has final approval authority of the budget, plans, contracts and grant recommendations.

The Overall Economic Development Commission's (OEDC) role is to review the promotional plans to ensure that the plans are consistent with the Board's adopted economic development policies, meets the objectives of the Development Set-Aside Program and that the agencies are viable to fulfill the County contract. The OEDC's findings and recommendations are forwarded to the Board of Supervisors. The OEDC monitors the agency contracts to determine that the scope of work is completed in accordance with the approved contract and that the County is deriving the maximum benefit for its investment. The OEDC also reviews the tourism, economic development, cultural arts and cultural heritage grant recommendations for conformance with the established

4.1. PROGRAM GUIDELINES/BACKGROUND:

The Development Set-Aside (DSA) Program (Program) was established in Monterey County in 1985 to promote and expand tourism, economic and agriculture development, and cultural art activities to strengthen and broaden the county's economic base. The Program underwent revisions in 1994, 2002, 2006 and 2007. It involved several agencies, including the Monterey County Travel and Tourism Alliance (MCTTA), Economic Development Corporation of Monterey County (EDC), Monterey County Film Commission (MCFC), and the Cultural Council for Monterey County (CCMC), which partnered with the county to implement the Program. Each agency developed an annual promotional plan, subject to approval by the Overall Economic Development Commission (OEDC), and then recommendation to the Board of Supervisors (Board) who approved contracts and budget appropriations.

Historical Program Guidelines: The agencies' Plans shall:

The agencies' plans were required to align with various economic development policies/pillars adopted by the Board, encouraging industries like agribusiness, tourism, retail trade, and education. The plans also had to be consistent with the county's mission and the Board's objectives, promoting economic development projects, preserving environmental quality, and including measurable performance

standards. The agencies were also responsible for marketing the grant funds and ensuring coordination with other organizations and agencies to maximize the use of funds.

Historical Program Funding:

The Program was initially funded in 1985 through County General Funds with one-time monies each fiscal year. Sometime between FY1988-1989 and FY2006-2007 the Board of Supervisors instituted a request for proposals process, which allowed additional agencies to apply for DSA funding. Beginning in FY2007-2008 the County transitioned to a formula-based approach for annual budget recommendations and restricted the funds to four organizations.

Historical Program Timeline and Annual Plan Submittal:

The agencies submitted their annual plans by May 1st each year, and the OEDC reviewed them by June 30th.

The approved plans and contracts were submitted to the Board following the final budget approval. The agencies also had to

a final report each year, including audited financial statements and a progress report.

Historical Format and Status Report:

Status reports for the plans included narratives on goal or task status, economic benefit, job creation, partnerships with other agencies, joint projects, efforts to secure other funds, and more. The County Administrative Office is the liaison to the agencies and the OEDC. The plans are submitted to the County Administrative

l. Be consistent with the following economic development policies adopted by the Board of Supervisors.

-
- The County shall support the retention, expansion and development of industries that preserve the environmental quality of the region and have national and global market potential including, but not limited to, agribusiness, tourism, retail trade and education.

submit Development Set-Aside Grant Program Criteria

prior to submittal to the Board of Supervisors.



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Asilomar Beach, Pacific Grove, California

~~▲ The County shall effect the coordination of federal, state and local public and private resources to enhance the economic base and to promote economic diversification.~~

~~▲ The County shall actively encourage the preservation of agricultural lands and shall maintain strong controls that will preserve and protect the viability of agricultural lands.~~

~~▲ The County shall encourage the presence of the military and support the utilization and expansion of the military's presence to strengthen the community's present and future educational and research opportunities.~~

~~▲ The County shall encourage utilization of the available labor force and promote the retraining of workers to meet the needs of the County's changing economy.~~

~~▲ The County shall maintain adequate environmental quality controls to preserve and provide an attractive and healthy environment.~~

~~▲ The County shall encourage and promote legislation, regulatory requirements and intergovernmental cooperation that supports economic development activities that are compatible to the region.~~

~~▲ The County shall cooperate with the cities and private enterprise to promote economic development. The County shall encourage economic development by establishing a balanced infrastructure in water, housing and transportation, while preserving agricultural land and the environmental quality of the region.~~

~~2. Have a visible integration with the County's mission and the Board of Supervisors' goals and objectives and work cooperatively with the County departments to achieve these goals and objectives. The Board of Supervisors' goals are to:~~

~~▲ Develop a sustainable economy that builds on our unique local assets.~~

~~▲ Maintain and increase affordable housing within Monterey County.~~

~~▲ Improve transportation systems in Monterey County.~~

~~▲ Improve quantity and quality of water supply for the region.~~

~~▲ Provide quality health care services for~~

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| Monterey County.

- ~~1. Improve quality of life for youth, seniors and families.~~
- ~~2. Enhance/Improve quality of services provided by Monterey County.~~
- ~~3. Enhance public safety programs throughout Monterey County.~~
- ~~4. Develop strategies for implementing welfare reform.~~
- ~~5. Develop and implement strategies for achieving and maintaining financial stability for Monterey County.~~
- ~~3. Support and promote economic development projects that strengthen and broaden the County's employment base through job creation, business retention and attraction, tourist attraction, cultural heritage and cultural arts development and enhancement.~~
- ~~4. Document how the County funds are being leveraged with other funds from public agencies and private sector businesses.~~
- ~~5. Reflect coordination with other existing organizations and agencies to ensure maximum use of County funds and to~~

~~ensure that there is no duplication of efforts.~~

- ~~6. Support projects that preserve the environmental quality of the region, build on our natural resources and promote the efficient use of land and infrastructure.~~
- ~~7. Include measurable performance standards to measure the success or failure of the plans/projects.~~
- ~~8. MCTTA, EDC and CCMC shall market the grant funds through outreach programs that promote the use of Development Set-Aside re-granting funds in the unincorporated areas and encourage the use of re-granting funds to build support for non-profit organizations. MCTTA, EDC and CCMC will not compete for re-granting funds.~~
- ~~9. Document that the plan has been approved by the organization's Board of Directors.~~

III. CRITERIA TO BE CONSIDERED A DSA AGENCY PROGRAM FUNDING:

The following criteria shall be utilized during the consideration of an organization for the Development Set-Aside Program:

- 1. Alignment with County Goals:
 - a. The non-profit organization must have a

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mission and programs that align with the county's objectives, including addressing labor force issues, supporting low/moderate income individuals, business, promoting economic development, and fostering linkages among agriculture, tourism, culture, arts, education, environment, and technology.

2. Demonstrated Expertise:

- a. The organization should have a proven track record of successfully addressing the specified issues and goals, with a history of effective program implementation.

3. Local Impact:

- a. The organization's services and programs should have a measurable and positive impact on the local community, particularly in terms of job creation, retention, and support for low/moderate income individuals and protected classes.

4. Matching Funds Acquisition:

- a. The organization must have a strong ability to secure matching funds from other public agencies and the private sector, which will help leverage county funds for maximum impact.

5. Economic Linkages:

- a. The organization should support and promote economic development projects that strengthen and broaden the County's employment base through job creation, business retention and attraction, tourist attraction, attraction of film industry investments, cultural heritage, and cultural arts development and enhancement.

6. Coordination and Avoidance of Duplication:

- a. The organization should have a history of coordinating effectively with existing organizations and agencies to ensure that their efforts do not duplicate existing initiatives.

7. Environmental Impact and Potential:

- a. The organization's projects should promote environmental quality within the region and have the potential for national and global recognition, contributing to sustainable development.

8. Organizational Structure:

- a. The non-profit should have a well-structured organizational setup, including a diverse and representative board of directors and experienced staff capable of executing programs and projects.

9. Reporting and Accountability:

- a. The organization must commit to regular reporting on project progress, including financial statements, impact assessment, and compliance with county regulations. It should also be open to audits.

10. Community Engagement:

- a. The organization should involve the local community in project planning and execution to ensure that the needs and aspirations of the population are considered.

11. Legal and Regulatory Compliance:

- a. All projects funded by the county must comply with local, state, and federal laws and regulations, including those related to employment, business practices, and environmental standards.

12. Leadership and Capacity:

- a. The organization should have experienced

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leadership and the capacity to effectively manage projects and deliver services.

13. Flexibility for Adaptations:

- a. The proposal should include provisions that allow for recommended changes or adaptations during the workplan, subject to transparent communication and approval.

14. Innovation and Creativity:

- a. The non-profit should demonstrate innovation and creativity in addressing the specified issues and goals.

~~The Development Set Aside Program will be funded utilizing County General Funds over the next six years (1999/00 – 2004/05). It is the intent of this policy that the Board of Supervisors will budget funds to the program on~~

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~~the basis of the formula that follows. It is understood, however, that if, in a given year, circumstances arise which threaten the County's ability to provide basic services, the amount may be reduced.~~

~~The base amount shall be set at \$2.25 million. The 1999/00 allocation will be the \$2.25 million plus growth calculated using the San Francisco Consumer Price Index rate (all urban consumers) on December 31, 1998. The allocation for each succeeding year will be the total of the previous year plus the San Francisco CPI growth calculated using the December 31 CPI rate (all urban consumers) each year. Should the Development Set Aside annual funding be reduced in any year due to the determination that the County must reduce costs to provide basic services, the next year's~~

~~appropriations shall be calculated based on the formula amount, not the reduced level of funding.~~

IV. DSA AGENCY/ORGANIZATION INFORMATION PROGRAM-TIMELINE:

- ~~Name/Contact Info of Organization~~
- ~~Business License~~
- ~~Statement of Information filed with Secretary of State~~
- ~~Headquarters in Monterey County~~
- ~~Description of Services, Mission, Goals, and Vision of the Organization~~
- ~~Organization's role within Economic Development~~
- ~~Articles of Incorporation~~
- ~~Organizational structure including Board of Directors~~
- ~~Balance sheet or Profit and loss statement~~

~~Agencies to submit annual plans to the OEDC by May 1st.~~

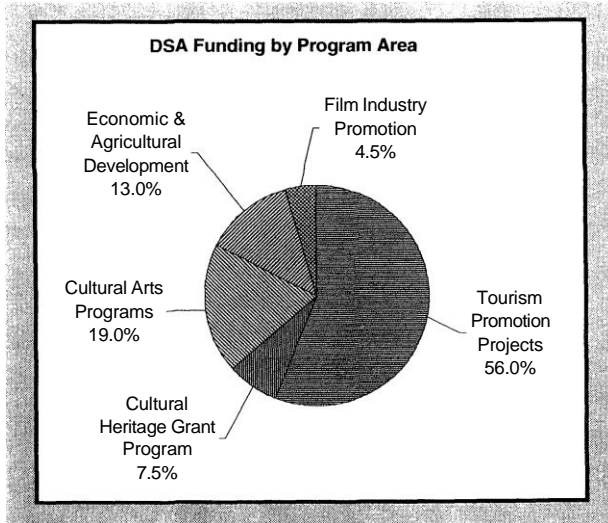
~~2. OEDC review completed by June 30th.~~

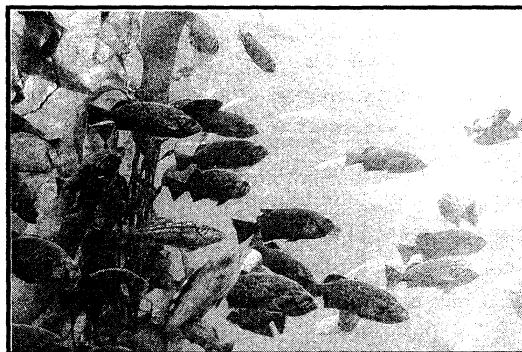
~~3. OEDC forwards plans to the Board of Supervisors.~~

~~4. Contracts and plans submitted to Board of Supervisors after approval of final budget.~~

~~5. MCTTA, EDC and CCMC to submit grant recommendations to the County by December 1st.~~

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Monterey Bay Aquarium, Cannery Row, Monterey, California

6. OEDC to review grant recommendations by December 31st.
7. Board of Supervisors to approve recommendations in January.
8. By January 31st, agencies to submit final report for prior fiscal year to include audited financial statements and a progress report covering July 1 through December 31st of current program year.

- Signatories: President, Vice President and/or Secretary
- Workplan

Annually the four agencies are required to submit the following documents in accordance with the above timeline:

1. Annual Promotional/Work Plan.
2. Current by-laws and any amendments;
3. Roster of board members to include the name, organization/business affiliation, Supervisorial District or geographic area and notation of any members that have

V. PROGRAM CONTRACTS ANNUAL PLAN SUBMITTAL:

Documents needed from DSA Partners:

- Updated W-9 (*if needed)
- Updated payment information (*if needed)
- General Liability Insurance
- Workers Comp Insurance
- Waiver of Subrogation/Endorsement for General Liability Insurance
- Waiver of Subrogation/Endorsement for Workers Comp Insurance
- Automobile Insurance letter

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~~missed three or more meetings in the past twelve months. A brief statement outlining how board members are selected or replaced shall accompany the roster.~~

~~4. List of grant committee members and a brief statement outlining how they were selected;~~

~~5. A program budget covering the contract period of July 1st through June 30th. Revenues shall reflect County funds and identify, by source, all other program funds. Expenditure budget shall reflect costs by program or activity. Financial statements should follow standard fund~~

VI. PROGRAM WORKPLANS:

FORMAT OF STATUS REPORTS:

The status reports for the Plans shall be in a format that addresses the following: (All reporting elements may not apply to your plan or organization).

~~accounting methods and be audited annually. All agencies receiving 10% or more of the total allocation shall submit an audit to the OEDC through the County Administrative Office within six months of each agency's fiscal year end. Any agency receiving less than 10% will be required to submit financials but not an audit.~~

~~6. An outline of the process that will be used to advertise the availability of grant funds countywide.~~

~~7. Copies of any research information or data gathered and used to develop the annual plan.~~

~~• Goal 1: Economic Development~~

~~○ Strengthening Local Businesses:~~

~~Partner organizations must detail how they actively support the growth and development of existing local businesses by providing resources, expertise, and access to networks.~~

~~○ Attracting New Industries:~~

~~Attracting new industries is a key focus, bringing in businesses that align with the community's strengths and growth potential.~~

~~○ Entrepreneurial Ecosystem:~~

~~Fostering an entrepreneurial ecosystem is essential. This includes providing mentorship, startup incubators, and access to funding to encourage the creation of new businesses.~~

~~○ Reducing Economic Dependence:~~

~~Diversification is pursued to reduce economic dependence on a single sector, ensuring the local economy is more resilient to economic fluctuations.~~

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o Overall economic impact - *data showcasing TOT generation,

position Monterey County as a top choice for visitors.

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• Goal 2: Workforce Development

o Supporting Business and Workforce Development Programs: Partner organizations should play an integral role in supporting business and workforce development programs. This includes providing resources, expertise, and financial support to both established businesses and emerging startups. These programs should be tailored to the specific needs and opportunities within the community.

o Event Support and Management: Supporting events, conferences, festivals, and other gatherings that appeal to various demographics is essential. These events draw visitors, generate hotel bookings, and boost local spending.

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o Retention and Expansion of the Workforce: Retaining the existing workforce is as important as creating new job opportunities. Partner organizations should work with local businesses to help them retain and expand their workforce. This might involve developing programs to address specific workforce needs, such as upskilling employees to adapt to changing industry demands.

o Enhancing Visitor Experience: An exceptional visitor experience is key to encouraging return visits and positive word-of-mouth marketing. Development Set-Aside organizations should work on enhancing visitor amenities, services, and hospitality to ensure tourists have a memorable stay, leading to repeat visits and extended stays.

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o Supporting Underrepresented Communities: To ensure that job creation benefits the entire community, partner organizations should actively work on programs that support underrepresented or disadvantaged populations. This might involve creating pathways to employment and entrepreneurship for these communities, thus contributing to a more inclusive and equitable economy.

o Sustainable Tourism Practices: Sustainable tourism practices are vital. Promotion should include the responsible enjoyment of natural resources and cultural heritage, ensuring they are preserved for future generations. By emphasizing sustainability, Development Set-Aside organizations contribute to the long-term health of the local environment and community, as well as maintaining the region's appeal for visitors.

• Goal 3: Marketing

o Destination Marketing and Branding: Development Set-Aside organizations should engage in robust destination marketing and branding efforts. This includes creating a compelling narrative and visual identity that highlights the unique attractions and experiences the county has to offer. These efforts will

• Goal 4: Collaborations and Partnerships

o Stakeholder Engagement: Engaging local stakeholders is crucial for building a unified approach to economic development. This includes businesses, community organizations, and government entities. With a focus on

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- connecting with County Departments.
- Public-Private Cooperation: Collaboration with private enterprises is fostered, often through public-private partnerships, to fund and implement key economic development projects.
- Cross-Sector Synergy: A comprehensive approach involves collaboration across different sectors, like education, government, and business, to create a shared vision and coordinate strategies.

In addition to these goals there must be an opportunity for flexibility and adaptations should workplans receive request(s)/recommendation(s) from the Economic Development Committee, County Administrative Officer, and/or the Board of Supervisors during review.

VII. PROGRAM TIMELINE

1. Agencies to submit DSA Partner Information to Economic Development by November 15th.
2. Economic Development review completed by December 31st.
3. Agencies to submit workplans to Economic Development by February 1st.
4. Economic Development review completed by March 31st.
5. Economic Development forwards plans to the Economic Development Committee (EDC) by 2nd Quarter Meeting.
6. EDC reviews plans and forwards plans to the Board of Supervisors prior to May Budget Workshop.
7. Contracts approved after final budget.
8. Q1 invoice due by June 30th.
9. Semi-annual reports to be submitted by January 31st and July 31st.

10. At least two (2) presentations to be given to the EDC and one (1) presentation to the Board of Supervisors per fiscal year.

VIII. SEMI-ANNUAL REPORTS

The Semi-annual Reports shall be in a format that address the following: (All reporting elements may not apply to you plan or organization)

1. Status of each program task/goal/project outlined in the approve plan;
2. Economic benefits that have resulted due to the Plan;
3. Number of direct or indirect jobs created, retained or upgraded;
4. Partnerships that have been developed with other agencies;
5. Types of joint projects that have been initiated or completed;
6. Amount of other public or private funds received;
7. Increased capacity/service due to plan implementation (i.e., increased grants, increased marketing or outreach, increased service, etc.);
8. Status of grant program, i.e., contracts initiated, projects completed or in progress, etc.
9. Significant change in board make-up or structure.

In addition, a copy of the financials (receipts, invoices, backup documentation, Etc.) may be requested at any time by the Economic Development Committee, County Administrative Officer, and/or the Board of Supervisors.

IX. SUPPLEMENTAL DOCUMENTATION

As part of the plan, each agency shall submit the following to Economic Development:

1. Current by-laws or amendments;

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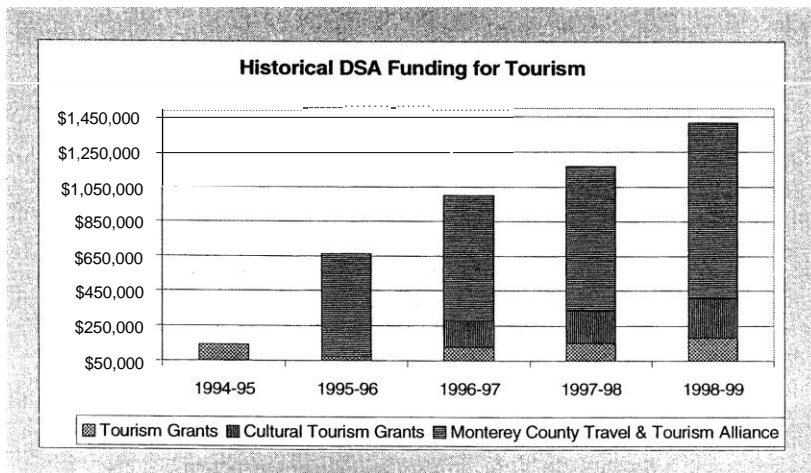
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- 2. Roster of board members listing names, organization/business affiliation, supervisorial district or geographic area and notation of any members that have missed three or more meetings in the past twelve (12) months;
- 3. Brief statement outlining how board members are selected or replaced;
- 4. List of grant committee members and a brief statement outlining how they were selected;
- 5. A budget covering the contract period of July 1st through June 30th. Budget shall reflect County funds and all matching program funds. (*This may be substituted by the annual workplan if budget is included)

~~Narrative describing the status of each goal or task listed in the approved plan.~~

- ~~2. Description of the economic benefits that have resulted due to the Plan.~~
- ~~3. Number of direct or indirect jobs created, retained or upgraded.~~
- ~~4. List of partnerships that have been developed with other agencies.~~
- ~~5. List of joint projects that have been initiated or completed with each other. Documentation reflecting the efforts that have been undertaken to secure other funds.~~
- ~~7. Amount of other public or private funds received to date.~~
- ~~8. Status of grant program; i.e., contracts initiated, projects completed or in progress, etc.~~
- ~~9. Any significant change in board make up or structure.~~
- ~~10. The report pages must be numbered and ten copies submitted.~~

6.



TOURISM PROGRAM

Funding: 56.0% of Total Allocation

The Board of Supervisors designated the Monterey County Travel and Tourism Alliance (MCTTA) as the County's private partner to administer the Tourism Program.

The MCTTA shall receive 56.0% of the total allocation to develop and implement a tourism/marketing plan that primarily focuses on the unincorporated area and includes promotion of the agriculture amenities within the County. The Alliance will incorporate funding of the San Lorenzo Visitors' Information Center, the annual Monterey County Fair Booth Exhibit and the maintenance of the Sacramento Capitol display into the tourism budget.

MCTTA shall implement a Tourism Grant Program in accordance with the following criteria:

Purpose:

1. To promote a positive image and increased visibility of the County as a destination place for individual tourists, convention and group activities.
2. To promote the retention and expansion of existing tourism and visitor-oriented businesses.
3. To promote the attraction of new and compatible tourism and visitor-oriented businesses into the County as a means to diversify the economic base and increase the number of jobs.

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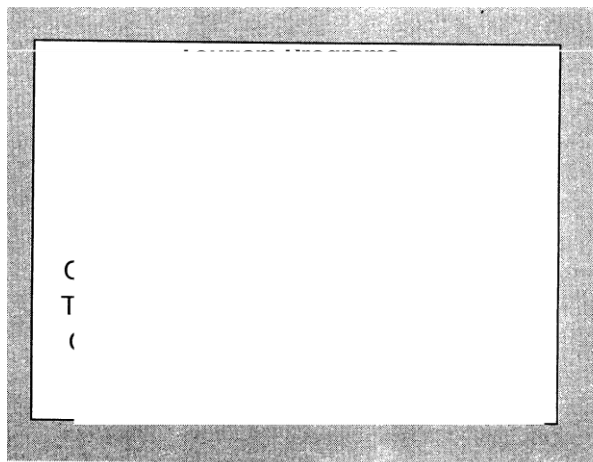
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4. To support the utilization of the local labor force.

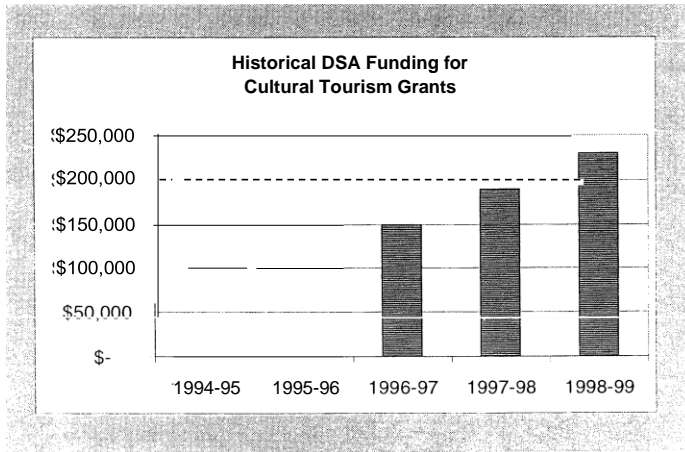
Rating Criteria:

Eligible Projects Must:

1. Provide direct promotional and other related services for the visitor-serving industry and not for general administrative/overhead costs.
 2. Demonstrate a benefit to the visitor-serving businesses, primarily of the unincorporated areas, with emphasis and special consideration to the following:
 - a. To promote tourism opportunities in the South and North County, Big Sur, Carmel Valley and the Salinas Valley areas.
 - b. Small, visitor-serving businesses.
 - c. County-owned facilities, such as Laguna Seca Park, Lake Nacimiento and Lake San Antonio.
 3. If not in the unincorporated area, document a countywide impact.
1. Unincorporated area benefit, or
 2. Countywide benefit;
 3. Promotion of the County as a tourist destination;
 4. Documented evidence of collaboration with other affected organizations;
 5. Support of the local labor force;
 6. Direct or indirect support of visitor-serving businesses;
 7. Other funds to leverage County funds;
 8. Ability to manage and document economic benefits.



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CULTURAL HERITAGE TOURISM GRANT PROGRAM

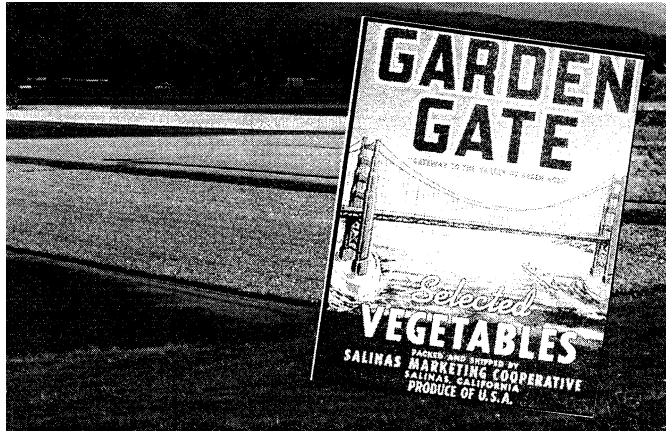
Funding: 7.5% of Total Allocation ——— Cultural Heritage Tourism Grant Program. The grant program shall be implemented in

The Board of Supervisors designated the ——— accordance with the following criteria: Monterey County Travel and Tourism Alliance

and the Cultural Council for Monterey County ——— Purpose:

(CCMC) as the County's private partners to ——— The purpose of this program is to foster the administer the Cultural Heritage Tourism Grant ——— rich heritage of Monterey County and promote Program, formerly the Cultural Tourism Grant ——— Monterey County as an inspiring destination Program. In 1999 the program was expanded to ——— and stimulating place in which to visit. Through include "heritage". ——— a collaborative effort between the Cultural

The MCTTA shall receive an additional 7.5% ——— Council for Monterey County and the Monterey of the total allocation to be used in support of ——— County Travel and Tourism Alliance, these the Cultural Heritage Tourism Grant Program. ——— funds will be used to pursue innovative ways in The CCMC and MCTTA shall work ——— which cultural heritage and cultural arts can cooperatively to develop and implement the ——— contribute to the visitor economy.



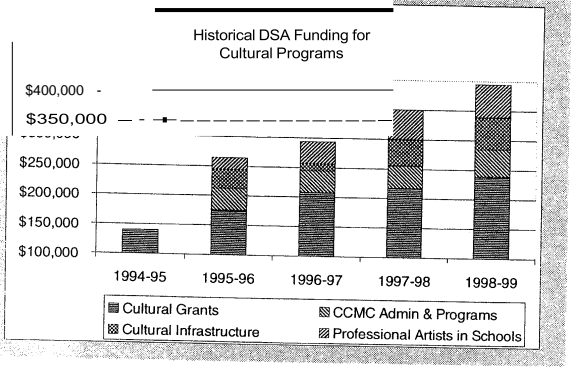
The Salinas Valley of Monterey County, "Salad Bowl Of the World"

Eligible Projects Must:

- 1.— Assist marketing efforts for cultural offerings in support of the visitor economy.
- 2.— Promote imaginative initiatives that have positive potential impact on cultural heritage, cultural arts and tourism economies.
- 3.— Promote partnerships between cultural heritage and cultural arts components of our region and the tourist industry.
- 4.— Assist new event promotion.
- 5.— Provide group promotions for cultural organizations.

Rating Criteria:

- 1.— Administrative qualifications of key personnel.
- 2.— Promotion of partnerships between cultural heritage and cultural arts interests and the tourism industry.
- 3.— ~~New~~ and innovative event programming.
- 4.— Potential to build audience capacity from outside Monterey County.
- 5.— Ability to carry out project with amount of funds awarded.



CULTURAL ARTS PROGRAM

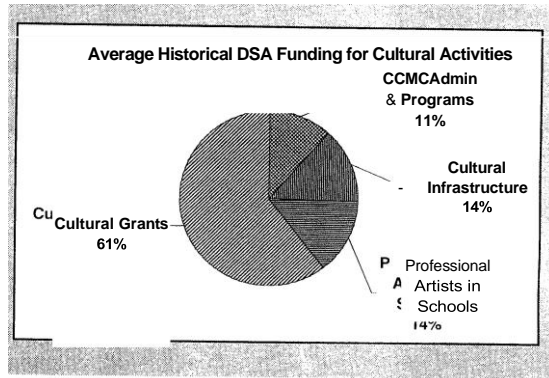
Funding: 19.0% of Total Allocation

The Board of Supervisors designated the Cultural Council for Monterey County as the County's private partner to administer the Cultural Arts Program.

The Cultural Council for Monterey County shall receive 19.0% of the total allocation to promote the arts in Monterey County through education, facilitation and support. The Cultural Council will work with the County Administrative Office to develop and implement an Art

in Public Buildings Program and may utilize cultural arts funding in support of the Art in Public Buildings Program.

The Cultural Council shall implement the Cultural Arts Grant Program in accordance with the following criteria:



Purpose:

The Cultural Council for Monterey County promotes education, appreciation and excellence in the arts. The CCMC exists to support the arts countywide and seeks to meet the cultural needs of residents and visitors.

Eligible Projects Must:

1. Support and promote Monterey County and Monterey County artists and arts organizations.
2. Support and promote cultural awareness in youth.
3. Encourage and enhance ethnic diversity in cultural arts programs.
4. Promote and nurture cooperation and collaboration among arts groups and artists.
5. Highlight the value of the arts in Monterey County.

Granting Programs:

The Cultural Program funds grants in the following areas: Arts Institutions; Arts Organizations; Arts Programs and Projects; Arts Initiatives; Community Arts Partnerships and Small Organization Development in order to meet the diverse needs of arts providers at various points of development. Arts programs and projects rooted in ethnic expressions, both contemporary and traditional, are particularly encouraged.

Rating Criteria:

1. Artistic excellence.
2. Administrative qualifications of key personnel.
3. Qualifications of artistic personnel.
4. Commitment to innovation in programming.
5. Evidence of community support, as demonstrated by earned income and fund-raising.
6. Financial stability of organization.
7. Accessibility to under-served audiences.
8. Outreach programming and audience building efforts.

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~~9. Ability to carry out project with amount of funds requested.~~

~~10. Community need for project~~

**ECONOMIC
AGRICULTURE
DEVELOPMENT
PROGRAM**

Funding: 13.0% of Total Allocation

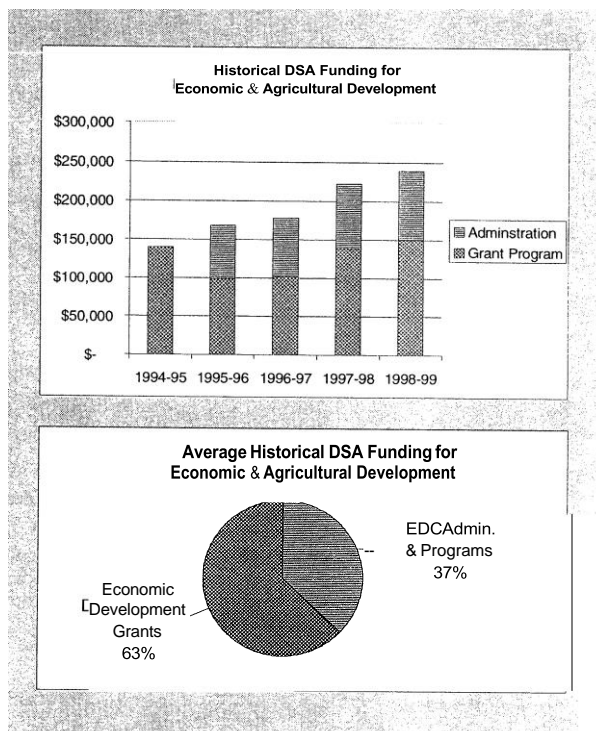
The Board of Supervisors designated the Economic Development Corporation as the County's private partner to implement the Economic Development/Agriculture Program.

The Economic Development Corporation (EDC) shall receive 13.0% of the total allocation to develop and implement an economic development plan and to fund an Economic Development/Agriculture Grant Program.

The Economic Development Plan shall consist of, but not be limited to, programs that provide assistance to existing

businesses, and market the County as a place to locate in areas outside the boundaries of Monterey County. The EDC will work with the County to facilitate the annual Economic

Development Strategy Forum and funding of the Forum shall be from the Economic/Agriculture funds.



~~EDC shall implement an Economic Development Grant Program that is consistent with the following criteria:~~

~~Economic Development Purpose:~~

- ~~1. To promote economic development and job creation in economically distressed areas within the County.~~
- ~~2. To support programs that assist, retain and expand existing businesses and promote the attraction of compatible new business into the County.~~

~~Eligible Projects Must:~~

- ~~1. Be consistent with County's adopted Economic Development Policies, Economic Development Strategy and County General Plans.~~
- ~~2. Demonstrate a benefit to the unincorporated area or have a countywide impact.~~
- ~~3. Assist small businesses and support the creation or retention of jobs for the local labor force.~~

- ~~4. Use grant funds as a match or to augment monies from other sources to maximize impact.~~
- ~~5. Utilize grant funds for program costs and not to cover overhead or general administrative costs.~~
- ~~6. Demonstrate that there is significant local support for the project.~~
- ~~7. Verify that it is not a duplication of existing efforts.~~

~~Rating Criteria:~~

- ~~1. Benefit an unincorporated area.~~
- ~~2. Have a countywide benefit.~~
- ~~3. Support and assist small businesses.~~
- ~~4. Reflects other funds to leverage the County funds.~~
- ~~5. Support the local labor force.~~

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Big Sur, California



- 6. Promote the County as a place to do business.
- 7. Ability to manage the project and document results.
- 8. The amount of economic benefit to the County of Monterey can be defined.
- 9. Document collaboration with other affected organizations.

Agriculture

Purpose:

- 1. To preserve Monterey County's agricultural land and expand the economic base of agribusiness.
- 2. To increase awareness and educate the local public and visiting public about Monterey County agricultural products.
- 3. To create a positive image and increased visibility of Monterey County's agricultural products.

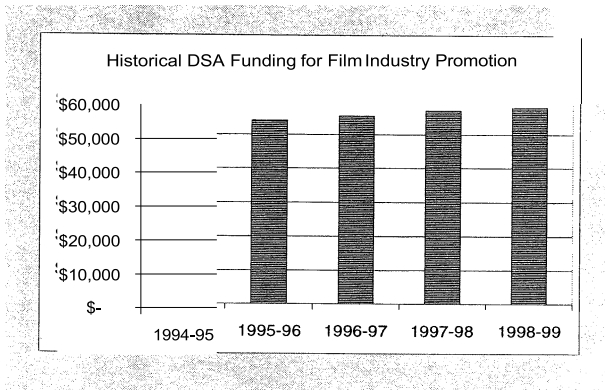
Eligible Projects Must:

- 1. Be consistent with the County's adopted Economic Development policies, Economic Development Strategy and the County General Plan.
- 2. Have an unincorporated area and/or a countywide impact.

- 3. Promote the expansion of existing agricultural industries.
- 4. Expand the visibility of local products to areas outside Monterey County.
- 5. Promote the preservation of agricultural lands.

Rating Criteria:

- 1. Unincorporated area benefit, or
- 2. Countywide impact.
- 3. Enhances recognition and awareness of local agricultural products.
- 4. Educational benefit to the local non-agricultural population.
- 5. Educational benefit to visitors to the County.
- 6. Developed in collaboration with the agriculture industry and organizations with expertise in agriculture.
- 7. Ability to manage the project and document economic benefits.
- 8. Highlights Monterey County's ag products outside Monterey County.
- 9. Supports the local labor force.



FILMING IN MONTEREY COUNTY

Funding: 4.5% of the Total Allocation

The Board of Supervisors designated the Monterey County Film Commission as the County's private partner to implement a program that promotes filmmaking in Monterey County.

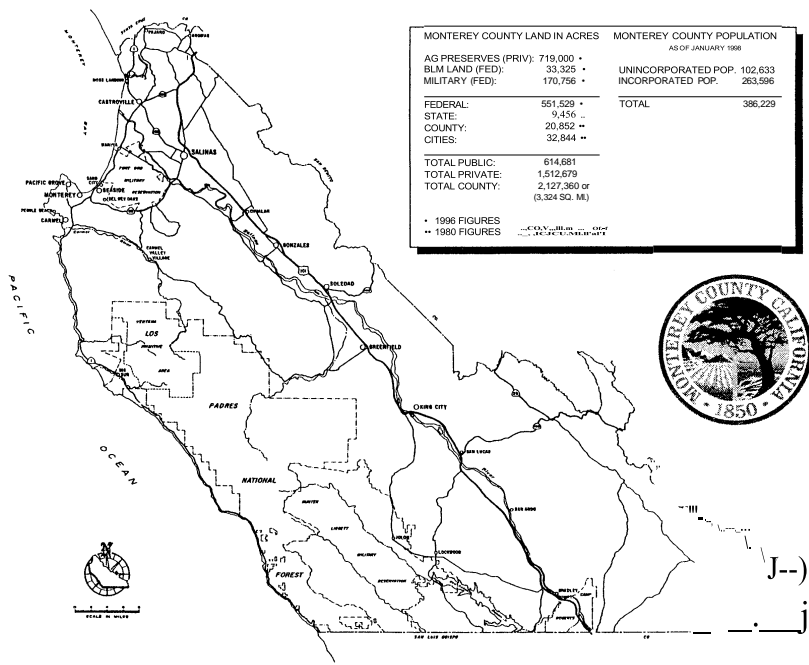
The Film Commission shall receive 4.5% of the total allocation to develop a plan that promotes the overall county area to filmmakers. The Commission is also encouraged to compete for regranting dollars from the four grant programs to facilitate additional film related projects.

Purpose:

The Film Commission "is a non-profit organization working to foster development of

the motion picture, television and related industries in Monterey County for the purpose of stimulating economic development, creating jobs and providing supporting educational opportunities in those industries". In addition to providing increased activity in local businesses, film productions can also provide jobs for both skilled and unskilled members of a community. The Film Commission implements a targeted marketing and film assistance strategy to promote the many assets, services and locations of Monterey County. The Film Commission also addresses the local market with its special events, educational programs, fund-raising projects and community relations efforts.

Monterey County at a Glance



| MONTEREY COUNTY LAND IN ACRES | | MONTEREY COUNTY POPULATION AS OF JANUARY 1998 | |
|-------------------------------|---------------------------------|--|---------|
| AG PRESERVES (PRIV): | 719,000 * | UNINCORPORATED POP. | 102,633 |
| BLM LAND (FED): | 33,325 * | INCORPORATED POP. | 263,596 |
| MILITARY (FED): | 170,756 * | TOTAL | 386,229 |
| FEDERAL: | 551,529 * | | |
| STATE: | 9,456 * | | |
| COUNTY: | 20,852 * | | |
| CITIES: | 32,844 ** | | |
| TOTAL PUBLIC: | 614,681 | | |
| TOTAL PRIVATE: | 1,512,679 | | |
| TOTAL COUNTY: | 2,127,360 or (3,324 SQ. MI.) | | |



* 1996 FIGURES
** 1980 FIGURES

~~Development Set-Aside Committee:~~

~~Mr. Jeff Campen, County of Monterey~~
~~Mr. Joseph Cavanaugh, Economic Development Corporation~~
~~Ms. Mary Claypool, County of Monterey~~
~~Mr. David Cloutier, Cultural Council for Monterey County~~
~~Mr. Jeff Davi, Economic Development Corporation~~
~~Ms. Veronica Ferguson, County of Monterey~~
~~Mr. Joseph Green, Overall Economic Development Commission~~
~~Mr. Doug Holland, County of Monterey~~
~~Supervisor Edith Johnson, County of Monterey~~
~~Mr. Sam Karas, Monterey County Film Commission~~
~~Mr. Nick Lombardo, Rancho Canada Golf Club~~
~~Ms. Dee Maitland, Overall Economic Development Commission~~
~~Ms. Karen Nordstrand, Monterey County Film Commission~~
~~Mr. Burke Pease, Monterey County Travel & Tourism Alliance~~
~~Supervisor Simon Salinas, County of Monterey~~
~~Mr. Lou Solton, County of Monterey~~
~~Ms. Jan Wagstaff, Cultural Council for Monterey County~~

DEVELOPMENT SET-ASIDE PROGRAM



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