

FEBRUARY 2017



ECONOMIC DEVELOPMENT STRATEGIC PLAN

BORON, CA

DRAFT

ACKNOWLEDGEMENTS

TIP Strategies would like to thank the many individuals who participated in the creation of this Economic Development Strategic Plan. We are especially grateful to the community and business leaders in Boron who contributed their time and input throughout this planning process. Their expertise helped us build a better understanding of the community’s assets and opportunities. We are also thankful for the US Department of Defense Office of Economic Adjustment for their visionary investments and support which helped make this project a reality. We also want to thank the leadership and staff of Kern County and the Kern EDC for their essential support, guidance, and feedback during the development of this plan.

BORON KEY STAKEHOLDERS

This is an incomplete list and will need to be completed before the document is finalized and released.

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ECONOMIC DEVELOPMENT STRATEGIC PLAN

INTRODUCTION

Kern County and community leaders in the unincorporated community of Boron completed a visioning effort for the community's downtown business area in 2014. The project area was defined as the commercial areas along Boron Avenue and Twenty Mule Team Road, comprising approximately 150 acres, forming an upside-down "T" extending along Boron Avenue from the State Route 58 interchange at the northern end to the railroad tracks at the southern end. It also follows Twenty Mule Team Road west from Wesley Street to Green Street on the east. The 2014 Boron Revitalization Vision Plan was initiated to revitalize and enhance Boron. The Kern County Planning and Community Development Department, with the support of Second District Supervisor Zack Scrivner, funded and spearheaded the project. The long-range Vision Plan depicts the community's desired future over the next 20-30 years and serves as a guide for decision making.

In 2014, Kern County applied for and received funding from the Department of Defense's Office of Economic Adjustment for an economic diversification study intended to guide investment in the east county area. In addition to a regional East Kern Economic Diversification Plan, the grant included the preparation of six community strategies, Boron among them.

Rather than start anew and in order to make the best use of the grant funds and community members' time, the consulting team proposed—and the County and the community agreed—that the best approach was to revisit and update the 2014 Boron Revitalization Vision Plan.

From July through September 2016, the consulting team met individually and with groups to:

- Confirm the validity of the 2014 Vision.
- Review and update each of the action items in the 2014 Vision Plan.
- Assess the progress/status of priority projects and/or identify new projects.

The recommended action items presented in this 2017 Economic Development Strategic Plan are intended to move the community forward, lead to an improved business climate, expand economic development opportunities and support, and build on priority actions currently underway. Unlike the 2014 Boron Revitalization Vision Plan, the 2017 Strategic Plan focuses on actions in the near term (3-5 years) and especially on building the community capacity and infrastructure needed to support economic growth.

2016 REAFFIRMATION OF BORON VISION

The 2014 Boron Revitalization Vision Plan identified Boron's future vision as follows:

- Small town atmosphere and quaint character where families live for generations
- Home to friendly people who are welcoming to neighbors and visitors with places to gather and socialize
- Safe, healthy, and clean environment
- Beautiful desert location
- Proud of its rich mining history and heritage
- Unique and quirky place that is one-of-a-kind in the region
- Vibrant, enjoyable, and prosperous place to live, visit, and work
- A place for people of all ages to learn, create, and be active in the community

On July 21, 2016, at a Boron community meeting, this vision was validated as still relevant for inclusion in the 2017 Economic Development Strategic Plan.

SITUATIONAL ANALYSIS

These findings are taken from the 2014 Visioning Plan, 2016 site visits, focus groups, community meetings, and personal interviews.

COMMUNITY ASSETS:

- Friendly and welcoming community
- Generations of families
- Small town and rural location
- Mining heritage
- Museums

COMMUNITY NEEDS:

- New businesses and shopping options, especially hardware and auto parts stores
- Medical care, pharmacy, hospital, clinic and doctors
- Gas station
- New jobs in general and, specifically, new job opportunities for local residents
- Sidewalks, crosswalks, and street furnishings
- Manufacturing, wholesale, and distribution jobs

OPPORTUNITIES FOR PROJECTS AND PROGRAMS

Community-Led

- Entrepreneurial growth from working with regional partners such as GAVEA, Kern EDC, the CSU-Bakersfield SBDC, and other organizations
- Collaborate with other communities for tourism (Twenty Mule Team Museum, Borax Museum, Aerospace Museum, reach out to other cities to help with the packaging) rack cards at hotels, California City Chamber of Commerce, social media, Facebook, limited options for OHV (but may have potential)
 - Youth activities
 - Adult and youth education/job training programs
 - Community gardens
 - Building restoration and maintenance
 - Beautification and cleanup events
 - Marketing and promotions

County-Led

- Sidewalks, maintenance, and repair (especially in front of museum) to encourage people to use the crosswalk
- Freeway 58 being completed between here and Barstow
- Building façade improvement program
- Business recruitment and retention program
- Local hiring program
- Code compliance/enforcement, street lighting, landscaping, sidewalks, and safe crossings
- Wayfinding strategy, consistent design theme, and improvements for public signs

2017-2021 IMPLEMENTATION

Listed below are the projects presented in the 2014 Boron Revitalization Vision Plan that were identified as priorities to be implemented within the next five years and the additional strategies identified at the 2016 Boron community meetings. Along with the accomplishments that have been made to date are the recommended actions for 2017. These implementation action items are in keeping with the original 2014 Plan and the priorities that were agreed upon at the July 2016 Boron community meeting.

2016 PRIORITY ACTION SECTORS

1. Education and Training
2. Retail and Professional Recruitment (medical care facilities and gas stations)
3. Marketing and Promotions (businesses and visitors)
4. Manufacturing and Distribution (companies and jobs)

2017 IMPLEMENTATION: BORON REVITALIZATION STRATEGY

Each 2014 action is accompanied by documentation of its progress as of 2016 and any activities needed to move the action forward in 2017. The following symbols are used to provide an at-a-glance description of the status for each action.

2016 STATUS	 No Activity	 Completed	 Underway
2017 ACTIONS	 Actions Assigned	 No Actions Required	

COMMUNITY-LED ACTIONS

ACTION: Revitalize Boron

Create a leadership team to coordinate and oversee implementation of the community project priorities to increase the economic vitality and prosperity of Boron.

2016 STATUS	2017 ACTIONS
	

1. Identify a group of community leaders to coordinate the implementation actions, including youth leaders.
2. Develop a marketing theme including a logo and slogan to establish and strengthen Boron's image. Encourage local students to participate in the process.
3. Develop strategies to fill gaps in retail, professional services, manufacturing, and distribution jobs.

2016 ACCOMPLISHMENTS AND STATUS:

1. Boron has not yet developed the Revitalize Boron Leadership Team; however, they are in the process of reviewing a new list of volunteers to revisit the Vision Plan and this Revitalization Strategy.
2. Boron slogan developed: "Boron Rocks".
3. Boron has been very successful in recruiting targeted businesses including a new Shell gas station, Karl's Hardware, and a Dollar General Store. The Hospital District is in communication with Adventist Health to investigate the feasibility of establishing a rural clinic in Boron.

2017 ACTION ITEMS:

1. Form Revitalize Boron Leadership Team.
2. Review this 2017 strategy and develop a meeting schedule and agendas for the upcoming year.
3. Initiate the 30-60-90 implementation strategy.
4. Continue discussions with the Hospital District and Adventist Health to locate additional health facilities and professionals in Boron.
5. Promote the use of small business incentives and financing tools in Boron and link entrepreneurs to programs. Provide technical assistance to entrepreneurs to help them secure financing by developing better networking to resources such as the Kern SBDC and Kern EDC.
6. Assemble a business recruitment package to include a market profile sheet, information on available buildings and land for sale/lease, and information on available financial assistance programs and development incentives.
7. Continue health services recruitment efforts.

ACTION: Beautify Boron

Project to include activities such as:

1. Park enhancements
2. Public art/murals
3. Adopt a “___” Program (e.g. bench, planter, gateway, etc.)
4. Cleanup events
5. Repainting of buildings
6. Building restoration

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

1. Installation of a new bench and a new “Welcome to Boron” gateway sign installed on Twenty Mule Team Road at the east end of town.
2. In 2015, the library and the adjacent building received new façades using RenewBiz funding.
3. New landscaping at the Muroc Hospital District building and improvements to the building interior (new tile, lighting, ADA compliant, paint, etc.) were completed.

2017 ACTION ITEMS:

1. Replace the old gateway sign on the west side of town. Also, consider a gateway sign off of the freeway on Boron Ave.
2. Continue to apply for RenewBiz funding for building façade and interior improvements.
3. Continue to work with community volunteers for new benches and street furniture.

ACTION: Enrich Boron

This should include activities such as:

1. After-school and summer youth programs
2. Counseling and support group program
3. Mentoring program

2016 STATUS	2017 ACTIONS
	

4. Special interest classes for all ages, such as emergency preparedness, CPR, art, music, computer skills, baking, robotics, finances, and safety
5. Education and technical assistance to enhance business operating practices

2016 ACCOMPLISHMENTS AND STATUS:

1. Creation of Boron Alive, a new nonprofit, working on education and training needs in Boron. Representatives have been in conversation with Susan Clipperton (ROP coordinator for Mojave USD) to expand education and training offerings in Boron.
2. A welding class is offered through ROP at the high school.
3. Vocational training (e.g., information technology), graphic arts, business, and web building classes are offered at the high school. However, these offerings are not supported by industry-certified curriculum and qualified instructors, so enrollment is very low.
 - a. Lack of transportation is a serious barrier to education and training. Public transit is available to Mojave on Wednesdays only at four scheduled times.

2017 ACTION ITEMS:

1. Collaborate with the Kern County Office of Education (<http://kern.org/cte/>) and the Desert Junior/Senior High School to develop more robust CTE offerings in Boron.
2. Explore opportunities to reuse vacant buildings as venues to host community education classes, activities, and career events such as job fairs for local and regional industries.
3. Explore other possible transportation options for youth and adults commuting to school/training in the region such as carpooling, Lyft, and Uber. Consider eligibility for transportation stipends associated with a social service program.

ACTION: Connect Boron

This action can be achieved through:

1. Regular community meetings
2. Concerts in the park
3. Craft fairs
4. Flea markets
5. Volunteerism and volunteer recruitment program

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

Local events help build community. The Chamber of Commerce is the local forum for these events. The community is interested and supportive, but obtaining and sustaining the number of volunteers needed to host events is challenging.

2017 ACTION ITEMS:

1. Continue to petition the community for volunteers and support for community enrichment activities and events.
2. Continue to seek regional partnerships (Mojave and Rosemond, California City, etc.) to identify mutually shared goals and strategies for implementation of these goals.

ACTION: Create a safe Boron

This action can be achieved through:

1. A Neighborhood Watch program
2. Code compliance
3. Sheriff and community partnership meetings
4. Sheriff-sponsored classes on safety

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

1. Boron initiated and has sustained an active Neighborhood Watch program for the past 18 months.
2. Boron has a code compliance committee that meets with the County code compliance officer(s) monthly. This committee also works with community members who wish to file complaints.
3. Deputy Sheriff Partnership meetings are just starting. The Deputy Sheriff has been attending lunches on a bi-monthly basis at the Senior Center. In addition, the Deputy is starting a "Coffee with the Sheriff" program. This program will be actively promoted through the Chamber's new/updated website and flyers.

2017 ACTION ITEMS:

1. Continue to support the Neighborhood Watch program.
2. Continue the code compliance committee and investigate new programs/activities to assist Boron property owners/tenants identify resources/options to help them come into and stay in compliance.
3. Continue to sponsor Sheriff partnership events and activities.

ACTION: Enhance visitor attraction

This action can be achieved through:

1. A tourism attraction group
2. Marketing and promotions plan
3. A visual storefront/window display training workshop and contest
4. A business window holiday decorating contest
5. An advertising training workshop
6. A business engagement mixer where investors, business leaders, and customers can network
7. Positive media stories/press releases to enhance Boron's image and support its brand

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

1. The chamber is collaborating with other communities and cities in the region to promote the region to visitors. In 2015, the three communities (Rosemond, Mojave, and Boron) received three grants (totaling \$18,000) through the Kern County Board of Trade. This collaboration is an excellent example of the benefits of working together. The three communities have sustained and built on their shared experiences with the Visioning Plan. The funds are being used to develop:
 - a. A Desert Triangle Website (Highways 58, 395, and 14): The plan is to visit every visitor attraction on these routes and promote them (Mojave is the lead).

- b. A social media platform to showcase and keep the three communities “top of mind” for visitors (Friends of Jawbone is the lead).
- c. A brochure that captures the events, activities, and assets of the three communities (Rosemond is the lead).

2017 ACTION ITEMS:

1. Finish the Boron Chamber of Commerce’s new website and include more information about the community, businesses, venues, and events geared toward both visitors and residents. Include a celebration of recent successes and projects. Also provide links to regional partners’ websites (Desert Triangle, Rosemond, Mojave and California City, etc.).
2. Develop a “promotions” plan for distribution of new Desert Triangle brochures.
3. Commit to the placement of a monthly press release, through local media and Desert Triangle’s social media outlets, on interesting new events/activities in Boron.
4. Invite the Kern SBDC to host an advertising and promotions workshop in Boron for local merchants.

ACTION: Fund Boron

This action can be achieved through activities such as:

1. Establishing a group to seek funding and apply for grants to fund implementation of this Revitalization Strategy.
2. Establishing a group to discuss private funding sources, including grants from local industry/major employers to invest in the economic revitalization of Boron.

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

1. Partnering with Rosemond and Mojave, the community obtained an \$18,000 Kern County Board of Trade grant.
2. Obtained annual RenewBiz grants for building facades and improvements to the Hospital District building.
3. A major employer (Rio Tinto) has financially supported the Chamber of Commerce and its efforts to increase the economic viability of the community.

2017 ACTION ITEMS:

Continue to seek and secure funding for implementation of the Economic Revitalization Strategy from both private and public sector entities.

COUNTY-LED ACTIONS

ACTION: Develop a Capital Improvement Plan for priority projects and continue to provide funding and seek funding.

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron’s interest in developing and implementing a Capital Improvement Plan for priority projects.

2016 STATUS	2017 ACTIONS
	

ACTION: Continue to fund commercial façade improvements

2016 ACCOMPLISHMENTS AND STATUS:

Boron has successfully obtained RenewBiz grants through the County for building interior and façade improvements.

2017 ACTION ITEMS:

Continue to seek grant funding through RenewBiz for façade and interior building improvements.

2016 STATUS	2017 ACTIONS
	

ACTION: Identify and adopt a selection of development incentives appropriate for Boron.

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron's interest in developing and implementing development incentives to encourage and support business expansion.

2016 STATUS	2017 ACTIONS
	

ACTION: Establish design guidelines for residential and commercial properties in compliance with adopted design preferences and materials.

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron's interest in establishing design guidelines that support the adopted design preferences and materials.

2016 STATUS	2017 ACTIONS
	

ACTION: Consider offering development incentives for submittals for development along Twenty Mule Team Road and Boron Avenue that integrate adopted development standards as listed in the Vision Plan.

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron's interest in offering development incentives to stimulate new development along Twenty Mule Team Road and Boron Avenue.

2016 STATUS	2017 ACTIONS
	

ACTION: Promote the use of vacant buildings along Twenty Mule Team Road and Boron Avenue for temporary commercial or public uses.

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron's interest in offering incentives and other development options to promote the use of vacant buildings along Twenty Mule Team Road and Boron Avenue.

2016 STATUS	2017 ACTIONS
	

ACTION: Seek designs for the Miners Plaza through any of the following approaches:

- Professional RFP process
- Local design competition
- Student course project
- Internships

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Since the development of the 2014 Vision, the community has determined that the location of the proposed “Miners Plaza” may be better suited for retail than a “gathering place.” This finding should be communicated to the County Planning Department and deleted from this Strategic Plan.

ACTION: Utilize RFP process to seek designs for the medical campus.

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron’s interest in developing a medical campus.

2016 STATUS	2017 ACTIONS
	

ACTION: Enforce code compliance. Ensure properties within the project area meet current code requirements.

2016 ACCOMPLISHMENTS AND STATUS:

The Boron Chamber of Commerce has a subcommittee that meets regularly with the County-assigned code compliance officers to discuss new and ongoing code compliance issues.

2017 ACTION ITEMS:

Continue conversations with County code compliance officers to identify and mitigate code violations. In addition to citing code violations, the subcommittee is looking for options for helping locals comply. Noncompliance sometimes results from a lack of money to mitigate the issues.

2016 STATUS	2017 ACTIONS
	

ACTION: Install continuous sidewalks, curbs, and gutters throughout the project area.

2016 ACCOMPLISHMENTS AND STATUS:

The Main Street area has been surveyed for continuous sidewalks, but no timeline has been set with the County for installation.

2017 ACTION ITEMS:

Continue conversations with the County to complete the installation of continuous sidewalks, curbs, and gutters through the downtown project area.

2016 STATUS	2017 ACTIONS
	

ACTION: Install circulation improvements along Boron Avenue and Twenty Mule Team Road to include improved crossings and safer intersections for pedestrians.

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

Speed limit signs were posted, and crosswalks were given new striping in 2016.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron's interest in providing safe pedestrian crossings, especially in heavily trafficked visitor destination areas.

ACTION: Add bike lanes along Twenty Mule Team Road and along roads connecting to the high school.

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

The County is seeking grant funding.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron's interest in developing bike lanes in key areas of the community for visitors and locals.

ACTION: Initiate a Safe Routes to School program.

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2016 STATUS	2017 ACTIONS
	

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron's interest in developing safe routes to school.

ACTION: Assess needed improvements to transit service, including increased frequency and additional bus stop locations at the library and the new medical campus.

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron's need for enhanced public transit to education and training providers, employment, and medical centers.

ACTION: Develop a streetscape and furnishings palette and a landscaping palette that reflect community design preferences for furnishings and materials.

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

The 2014 Vision Plan contained designed preferences for streetscape furnishings and materials as well as a color pallet.

2017 ACTION ITEMS:

Continue to review and apply the design preferences with new and rehabilitation of structures and work with property owners and the County building and planning departments to encourage their application in Boron.

ACTION: Install special gateway features (e.g., welcome sign, public art monument, pillars, landscaping) at the three major entrances into town.

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

A new gateway sign was installed on Twenty Mule Team Road at the east end of town.

2017 ACTION ITEMS:

1. Continue to work with the County to replace the old gateway sign on the west side of town.
2. Work with the County and property owners to install a new gateway sign off the freeway on Boron Avenue.

ACTION: Develop a design concept for the Desert Rock Walk and Heritage Walk to include a location map, materials and furnishings palette, and site plan.

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron's desire for a design concept for the Desert Rock Walk and Heritage Walk.

ACTION: Develop and implement a wayfinding program that promotes the marketing theme for Boron (both pedestrian and vehicles).

2016 STATUS	2017 ACTIONS
	

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Continue conversations with County offices and reinforce Boron's interest in developing and implementing a wayfinding program.

ACTION: Construct the Miners Plaza.

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

No action necessary since the development of the 2014 Vision, the community has determined that the location of the proposed "Miners Plaza" may be better suited for retail than a "gathering place."

2016 STATUS	2017 ACTIONS
	

ACTION: Continue to seek grants or funding sources for water treatment equipment and/or facilities.

2016 ACCOMPLISHMENTS AND STATUS:

No activity.

2017 ACTION ITEMS:

Continue conversations with County offices and the water district to reinforce Boron's interest in seeking grants or funding for water treatment equipment and/or facilities.

2016 STATUS	2017 ACTIONS
	

30-60-90 DAY LAUNCH SCHEDULE

This launch schedule is provided as a guide to getting organized and started on 2017 activities.

30 DAYS

Form the Revitalize Boron Leadership Team

1. Establish a chairperson.
2. Develop meeting schedule.
3. Review 2017 Boron Revitalization Strategy and select priority projects/tasks for the first 12 months.

Boron depends on community volunteers to successfully implement this strategic plan. To avoid "volunteer burnout", engage as many people as you can. Those who are already involved in the economic development of Boron should look for every opportunity to invite others to participate and allow for varying levels of participation and time commitment. Consider business owners, commercial property owners, retirees, students, and workers (including commuters).

60 TO 90 DAYS

Meet with Relevant Partners.

For the priority projects selected for the first 12 months, contact the external partners relevant to the successful implementation of the project (e.g., County departments, District Supervisor, KEDC, GAVEA, School District, individuals, etc.). Review the projects, action items, schedules, etc. The objective is to get buy-in and establish reasonable timelines for accomplishing the project/activity. Revise the 12-month project/task timeline as needed.

QUARTERLY

Communicate with residents, local businesses, external partners, Kern County Supervisors, and relevant Kern County departments on the status of implementation, including any challenges the leadership team is having.

ANNUALLY

Annually monitor achievements, update status, record performance metrics, and reaffirm or establish new goals and projects. Prepare a year-end report and share with relevant partners and the community. Include priority projects for the following year, milestones to achieve, and an invitation to volunteers to assist with Boron Revitalization efforts.

APPENDIX A: ECONOMIC ASSESSMENT & SWOT ANALYSIS

To provide a foundation for the planning process, TIP conducted an assessment of demographic and economic factors that impact Boron's competitiveness. Our economic assessment provides a quantitative understanding of the demographic and economic trends impacting the community. Except where specified, the data in this section is for the 93516 ZIP Code, which covers Boron.

SWOT ANALYSIS

In addition to our review of economic and demographic data, our understanding of Boron was informed by discussions with local community and business leaders. Based on this work, as well as our experience working in communities across the US, we have developed an analysis of the community's strengths, weaknesses, opportunities, and threats, commonly referred to as a SWOT analysis. The results of this analysis are outlined below.



STRENGTHS

- Twenty Mule Team Museum
- Saxon Aerospace Museum
- Boron Alive! nonprofit organization
- New planned medical clinic associated with new Tehachapi hospital



WEAKNESSES

- Limited retail options, services, and amenities
- Lack of municipal city government is a barrier, limiting the resources (financial and political) available for local economic development



OPPORTUNITIES

- Boron Vision Plan recommendations and funding for improvements
- Make connections with the thousands of annual visitors to Twenty Mule Team Museum and Saxon Aerospace Museum
- Establish a Municipal Advisory Council (similar to Rosamond)
- Boron/Desert Lake pedestrian path



THREATS

- Over-reliance on a single large employer (Rio Tinto)

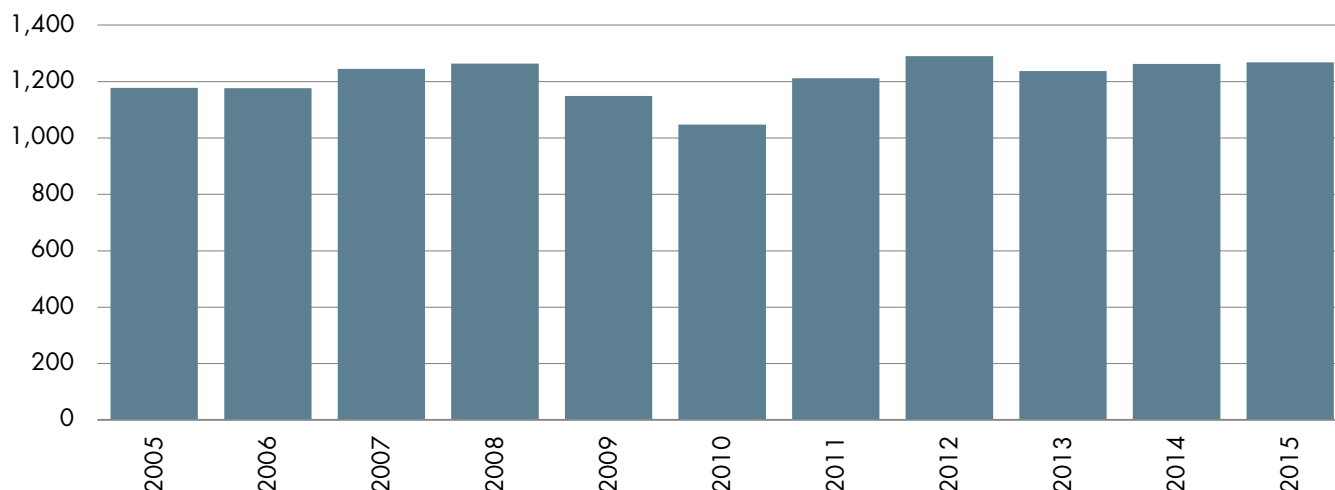
BUSINESS, INDUSTRY, & EMPLOYMENT TRENDS

EMPLOYMENT

Total employment in Boron declined by nearly 20 percent during the 2008-2009 recession, but has since recovered to its long-run average of approximately 1,200 jobs. Ranked by total employment, Boron is the smallest local economy of the East Kern communities included in this analysis.

FIGURE 1. EMPLOYMENT TRENDS, 2005-2015

TOTAL ANNUAL EMPLOYMENT IN BORON (93516)



Source: EMSI 2016.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed

On a percentage basis, Boron led the East Kern region in job growth between 2010 and 2015. Boron was the only area in the region where total employment increased by at least 20 percent during the five-year period. In fact, despite its smaller size, Boron's job growth exceeded many of the other communities in terms of actual numbers.

FIGURE 2. EMPLOYMENT & WAGES

EMPLOYMENT CHANGE, 2010-2015 & MEDIAN HOURLY WAGE, 2015

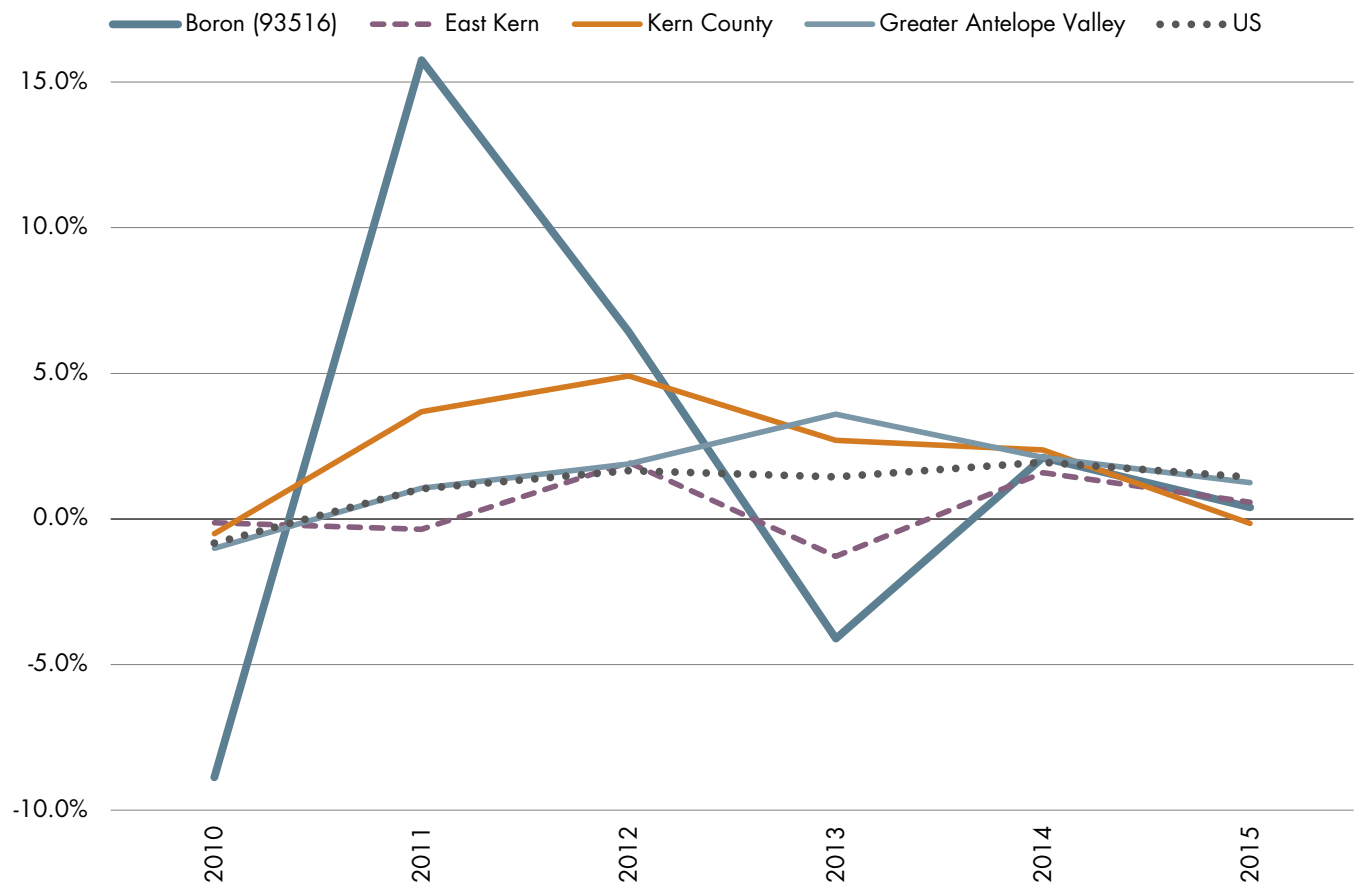
Geography	2010	2015	2010 to 2015		Median Hourly Wage
			Net Chg.	% Chg.	
Boron (93516)	1,047	1,268	+221	+21.1%	\$21.86
Kern County	304,055	347,169	+43,114	+14.2%	\$19.81
California	16,565,942	18,392,737	+1,826,795	+11.0%	\$23.28
Greater Antelope Valley	106,645	117,602	+10,957	+10.3%	\$22.17
US	144.2 M	155.3 M	+11.2 M	+7.7%	\$20.82
Tehachapi (93531 & 93561)	5,741	6,013	+272	+4.7%	\$21.01
East Kern	28,754	29,456	+702	+2.4%	\$24.17
Rosamond (93560)	2,477	2,532	+55	+2.2%	\$23.55
Ridgecrest (93527 & 93555)	11,586	11,772	+186	+1.6%	\$24.48
Mojave (93501)	2,828	2,812	-16	-0.6%	\$23.64
California City (93505)	2,414	2,384	-30	-1.2%	\$27.82

Source: EMSI 2016.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed. Median hourly wages above the US average are shaded.

Job growth in Boron spiked in 2011, with gains exceeding 15 percent over the prior year, as the community recovered much of the losses incurred during the 2008-2009 recession. In subsequent years, however, the trajectory of employment growth in the community has largely reflected regional trends. Boron's job growth in 2015 was modest, rising just 0.4 percent, roughly equivalent to that of East Kern overall, which saw a 0.6 percent increase over the prior year.

FIGURE 3. EMPLOYMENT TRENDS, 2010-2015

ANNUAL JOB GROWTH RATE (PERCENT CHANGE FROM PRIOR YEAR)



Source: EMSI 2016.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Boron's economy is heavily dependent on employment in the mining sector, which accounts for more than one-half of all jobs in the community. The next two largest sectors, as a share of total employment, are retail (10.2 percent) and administrative and support services (7.7 percent). Compared to the region as a whole, Boron also stands out with regard to its share of employment in healthcare, with the sector accounting for less than 4 percent of local jobs.

FIGURE 4. INDUSTRY DISTRIBUTION (% OF TOTAL), 2015
COMPARISON OF BORON (93516) WITH SELECTED GEOGRAPHIES AND US

NAICS Code & Description	Boron (93516)	East Kern	Kern County	Greater Antelope Valley	US
21 Mining (incl. oil & gas)	55.4%	2.4%	3.4%	0.6%	0.5%
44-45 Retail trade	10.2%	10.4%	9.7%	15.9%	10.6%
56 Admin. & support services	7.7%	5.3%	4.6%	5.5%	6.3%
9011 Federal govt. (civilian)	4.9%	21.1%	2.9%	7.5%	1.9%
72 Lodging, restaurants, & bars	4.8%	8.3%	6.6%	10.5%	8.5%
62 Healthcare & social assistance	3.7%	9.3%	10.5%	19.2%	13.3%
9039 Local govt.	3.6%	2.9%	3.8%	2.8%	3.6%
48-49 Transportation & warehousing	2.9%	2.3%	2.9%	2.7%	3.4%
23 Construction	2.7%	3.0%	6.2%	4.6%	5.4%
9029 State govt.	2.1%	1.7%	2.2%	0.6%	1.5%
22 Utilities	0.4%	0.8%	0.3%	0.3%	0.4%
52 Finance & insurance	0.4%	1.5%	1.7%	2.0%	3.9%
81 Personal & other services	0.4%	4.7%	3.6%	5.7%	4.9%
31-33 Manufacturing	0.4%	4.6%	4.3%	3.0%	8.2%
11 Agriculture & forestry	0.0%	0.0%	18.0%	0.1%	1.3%
42 Wholesale trade	0.0%	1.5%	2.8%	1.5%	3.9%
51 Information	0.0%	0.5%	0.8%	0.9%	1.9%
53 Property sales & leasing	0.0%	1.7%	1.2%	1.8%	1.7%
54 Professional services	0.0%	8.2%	3.6%	5.9%	6.4%
55 Corporate & regional offices	0.0%	0.3%	1.0%	0.1%	1.4%
61 Education	0.0%	8.0%	8.8%	8.0%	9.4%
71 Arts, entertainment, & recreation	0.0%	1.2%	0.9%	0.8%	1.7%

Source: EMSI 2016.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Note: Figures exclude military and unclassified employment. Education includes public schools, colleges, and universities. Healthcare & social assistance includes public hospitals. The three largest industries in each geography are highlighted.

Location quotient (LQ) analysis can provide an understanding of an area's relative strengths. Boron's LQs highlight the community's strong concentration of mining employment, which is present at more than 100 times the expected level based on national patterns. This dramatic LQ is common for communities with any amount of mining activity in light of the relatively small share the sector comprises of US employment. Other significant concentrations, as measured by LQs, are found in federal and state government (with LQs of 2.69 and 1.52, respectively) and administrative and support services (LQ of 1.33). The analysis suggests an opportunity to grow Boron's local services sector, as industries like restaurants; personal services; and arts, entertainment, and recreation have much smaller LQs compared to East Kern as a whole.

LOCATION QUOTIENT (LQ) ANALYSIS is a statistical technique used to suggest areas of relative advantage based on a region's employment base. LQs are calculated as an industry's share of total local employment divided by the same industry's share of employment at the national level. If the local industry and national industry are perfectly proportional, the LQ will be 1.00. LQs greater than 1.25 are presumed to indicate a comparative advantage; those below 0.75 suggest areas of weakness but may also point to opportunities for expansion or attraction.

FIGURE 5. CONCENTRATION OF EMPLOYMENT BY SECTOR, 2015

LOCATION QUOTIENT (LQ) ANALYSIS BY SECTOR, US=1.00

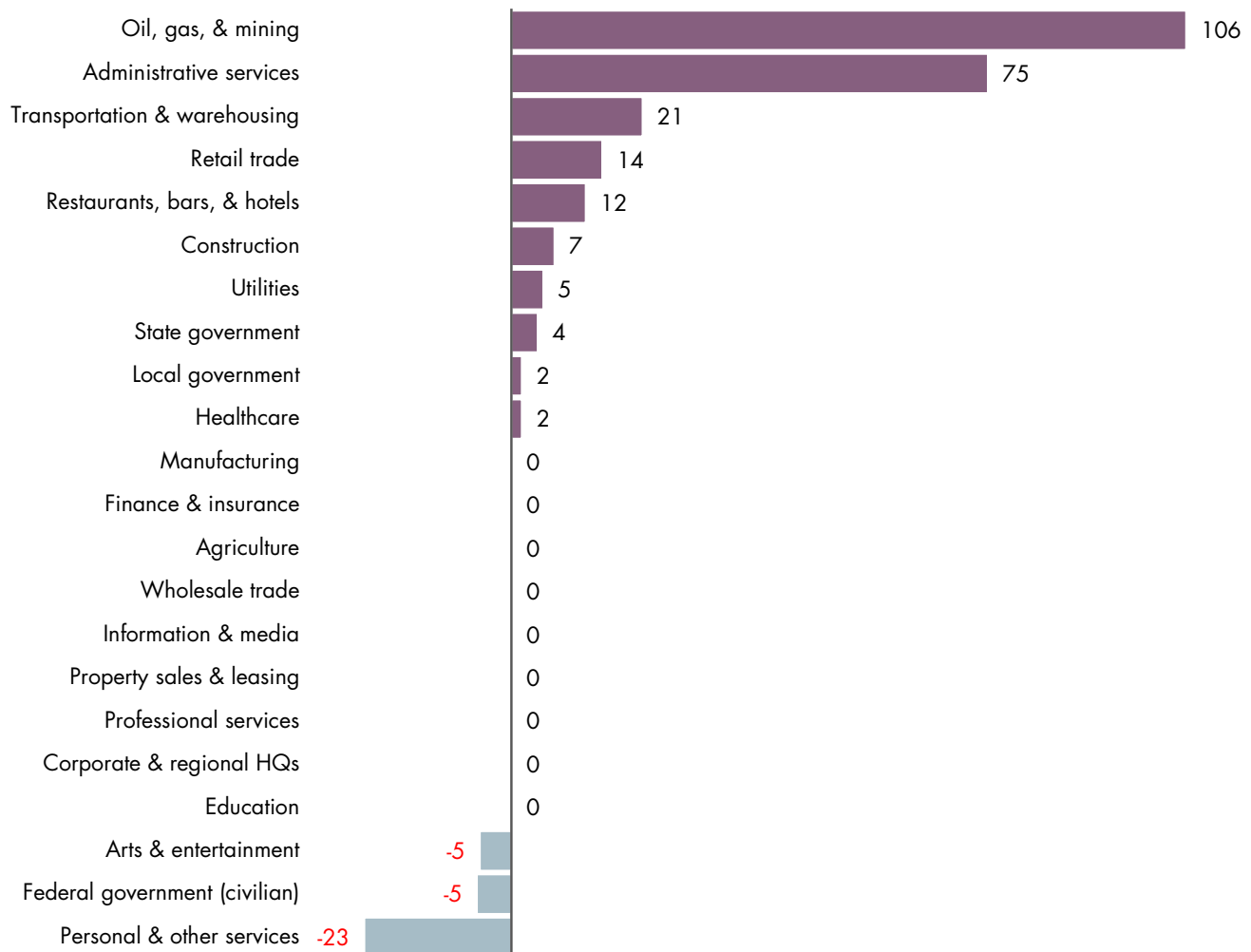
NAICS Code & Description	Boron (93516)	East Kern	Kern County	Greater Antelope Valley	US
21 Mining (incl. oil & gas)	116.76	4.93	6.15	1.31	1.00
9011 Federal govt. (civilian)	2.69	11.23	1.55	4.03	1.00
9029 State govt.	1.52	1.19	1.58	0.38	1.00
56 Admin. & support services	1.33	0.81	0.71	0.85	1.00
44-45 Retail trade	1.08	1.05	0.96	1.51	1.00
9039 Local govt.	1.04	0.81	1.08	0.77	1.00
48-49 Transportation & warehousing	0.93	0.70	0.89	0.78	1.00
72 Lodging, restaurants, & bars	0.61	1.02	0.82	1.26	1.00
23 Construction	0.49	0.50	1.05	0.86	1.00
62 Healthcare & social assistance	0.28	0.70	0.79	1.44	1.00
22 Utilities	0.24	2.23	0.87	0.81	1.00
52 Finance & insurance	0.13	0.37	0.42	0.51	1.00
81 Personal & other services	0.09	0.90	0.70	1.15	1.00
31-33 Manufacturing	0.08	0.52	0.51	0.35	1.00
71 Arts, entertainment, & recreation	0.02	0.72	0.58	0.53	1.00
11 Agriculture & forestry	0.00	0.02	14.89	0.07	1.00
42 Wholesale trade	0.00	0.38	0.70	0.37	1.00
51 Information	0.00	0.30	0.50	0.49	1.00
53 Property sales & leasing	0.00	1.03	0.72	1.07	1.00
54 Professional services	0.00	1.20	0.53	0.90	1.00
55 Corporate & regional offices	0.00	0.20	0.67	0.07	1.00
61 Education	0.00	0.85	0.94	0.85	1.00

Source: EMSI 2016.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Note: Figures exclude military and unclassified employment. Education includes public schools, colleges, and universities. Healthcare & social assistance includes public hospitals. LQs greater than 1.25 are presumed to show competitive advantage and are highlighted.

Boron's leading employment sectors—mining and administrative services—experienced robust growth between 2010 and 2015 relative to the size of the community's job base, with more than 100 jobs added to the mining sector alone during this five-year period. Gains in these two sectors more than offset minor losses in personal services and federal government during the period.

FIGURE 6. EMPLOYMENT TRENDS BY SECTOR, 2010-2015
NET CHANGE IN JOBS BY SECTOR IN BORON (93516)



Source: EMSI 2016.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Note: Figures exclude military and unclassified employment. Education includes public schools, colleges, and universities. Healthcare & social assistance includes public hospitals.

RETAIL LEAKAGE

Boron is a small retail market, with total estimated demand from local households of only about \$28 million annually. As a result, the leakage/surplus figures should be viewed with caution. However, the analysis suggests a number of sectors that could present opportunities for small businesses to start or expand locally. Market opportunities to capture household expenditures that are currently leaking out of the community include: motor vehicles and parts (\$5.5 million), food and beverage stores (\$1.6 million), and general merchandise stores (\$3.3 million).

FIGURE 7. RETAIL GAP ANALYSIS
BORON (93516)

Retail Sector	NAICS	Estimated Retail Sales of Area Stores (Supply)	Estimated Retail Purchases of Area Residents (Demand)	Retail Leakage/ Surplus	Leakage/ Surplus Percent
Total Retail Sales Incl. Food & Drink		\$26,469,517	\$27,731,758	-\$1,262,241	4.6%
Motor Vehicle & Parts Dealers	441	\$528,518	\$6,069,876	-\$5,541,358	91.3%
Automobile Dealers	4411	\$0	\$4,905,763	-\$4,905,763	100.0%
Other Motor Vehicle Dealers	4412	\$0	\$891,417	-\$891,417	100.0%
Auto Parts, Accessories & Tire Stores	4413	\$528,518	\$272,696	\$255,822	93.8%
Furniture & Home Furnishings Stores	442	\$52,221	\$723,103	-\$670,882	92.8%
Furniture Stores	4421	\$0	\$397,882	-\$397,882	100.0%
Home Furnishings Stores	4422	\$52,221	\$325,221	-\$273,000	83.9%
Electronics & Appliance Stores	443	\$0	\$1,108,337	-\$1,108,337	100.0%
Bldg Materials, Garden Equip. & Supply Stores	444	\$0	\$1,174,464	-\$1,174,464	100.0%
Bldg Material & Supplies Dealers	4441	\$0	\$1,001,066	-\$1,001,066	100.0%
Lawn & Garden Equip & Supply Stores	4442	\$0	\$173,398	-\$173,398	100.0%
Food & Beverage Stores	445	\$3,272,965	\$4,843,329	-\$1,570,364	32.4%
Grocery Stores	4451	\$2,772,168	\$4,187,032	-\$1,414,864	33.8%
Specialty Food Stores	4452	\$0	\$441,128	-\$441,128	100.0%
Beer, Wine & Liquor Stores	4453	\$500,797	\$215,169	\$285,628	132.7%
Health & Personal Care Stores	446	\$1,247,585	\$1,842,431	-\$594,846	32.3%
Gasoline Stations	447	\$15,654,967	\$1,716,209	\$13,938,758	812.2%
Clothing & Clothing Accessories Stores	448	\$0	\$1,426,622	-\$1,426,622	100.0%
Clothing Stores	4481	\$0	\$1,064,969	-\$1,064,969	100.0%
Shoe Stores	4482	\$0	\$174,195	-\$174,195	100.0%
Jewelry, Luggage & Leather Goods Stores	4483	\$0	\$187,458	-\$187,458	100.0%
Sporting Goods, Hobby, Book & Music Stores	451	\$266,365	\$736,793	-\$470,428	63.8%
Sporting Goods/Hobby/Musical Instr Stores	4511	\$266,365	\$665,357	-\$398,992	60.0%
Book, Periodical & Music Stores	4512	\$0	\$71,436	-\$71,436	100.0%
General Merchandise Stores	452	\$411,614	\$3,755,650	-\$3,344,036	89.0%
Department Stores Excluding Leased Depts.	4521	\$0	\$2,397,127	-\$2,397,127	100.0%
Other General Merchandise Stores	4529	\$411,614	\$1,358,523	-\$946,909	69.7%

continued, next page

FIGURE 7. RETAIL GAP ANALYSIS (continued)

Retail Sector	NAICS	Estimated Retail Sales of Area Stores (Supply)	Estimated Retail Purchases of Area Residents (Demand)	Retail Leakage/ Surplus	Leakage/ Surplus Percent
Miscellaneous Store Retailers	453	\$230,708	\$1,590,136	-\$1,359,428	85.5%
Florists	4531	\$58,899	\$45,148	\$13,751	30.5%
Office Supplies, Stationery & Gift Stores	4532	\$0	\$181,207	-\$181,207	100.0%
Used Merchandise Stores	4533	\$0	\$70,474	-\$70,474	100.0%
Other Miscellaneous Store Retailers	4539	\$171,809	\$1,293,307	-\$1,121,498	86.7%
Nonstore Retailers	454	\$0	\$606,403	-\$606,403	100.0%
Electronic Shopping & Mail-Order Houses	4541	\$0	\$444,010	-\$444,010	100.0%
Vending Machine Operators	4542	\$0	\$14,073	-\$14,073	100.0%
Direct Selling Establishments	4543	\$0	\$148,320	-\$148,320	100.0%
Food Services & Drinking Places	722	\$4,804,574	\$2,138,405	\$2,666,169	124.7%
Full-Service Restaurants	7221	\$3,830,224	\$1,166,047	\$2,664,177	228.5%
Limited-Service Eating Places	7222	\$974,350	\$897,744	\$76,606	8.5%
Special Food Services	7223	\$0	\$46,405	-\$46,405	100.0%
Drinking Places - Alcoholic Beverages	7224	\$0	\$28,209	-\$28,209	100.0%

Source: ESRI Community Analyst

HOUSING INDICATORS

Boron has the highest rate of vacant housing in the East Kern region. One-third of all housing units in Boron are vacant, according to the latest estimates available. Boron's median rent of \$561 per month was the lowest in the region. Only Boron and Mojave had median rents below \$600 at the time these estimates were prepared.

FIGURE 8. HOUSING CHARACTERISTICS
SELECTED INDICATORS, RANKED BY % VACANT

Geography	Total Housing Units	% Owner Occupied	% Renter Occupied	% Vacant	Median Contract Rent	Median Yr. Structure Built
Boron (93516)	1,259	39.2%	27.8%	33.0%	\$561	1959
California City (93505)	6,117	48.1%	28.7%	23.3%	\$638	1991
Mojave (93501)	2,360	42.8%	39.0%	18.2%	\$571	1975
East Kern	48,191	53.2%	29.4%	17.4%	\$725	1984
Rosamond (93560)	7,307	53.0%	30.5%	16.5%	\$842	1992
Tehachapi (93531 & 93561)	13,334	59.5%	24.6%	15.9%	\$774	1987
Ridgecrest (93527 & 93555)	15,985	56.2%	29.8%	14.0%	\$701	1980
US	132.7 M	56.3%	31.2%	12.5%	\$767	1976
Greater Antelope Valley	172,738	56.2%	32.0%	11.9%	\$896	1986
Kern County	287,775	51.2%	38.4%	10.4%	\$746	1981
California	13,781,929	50.1%	41.4%	8.5%	\$1,138	1974

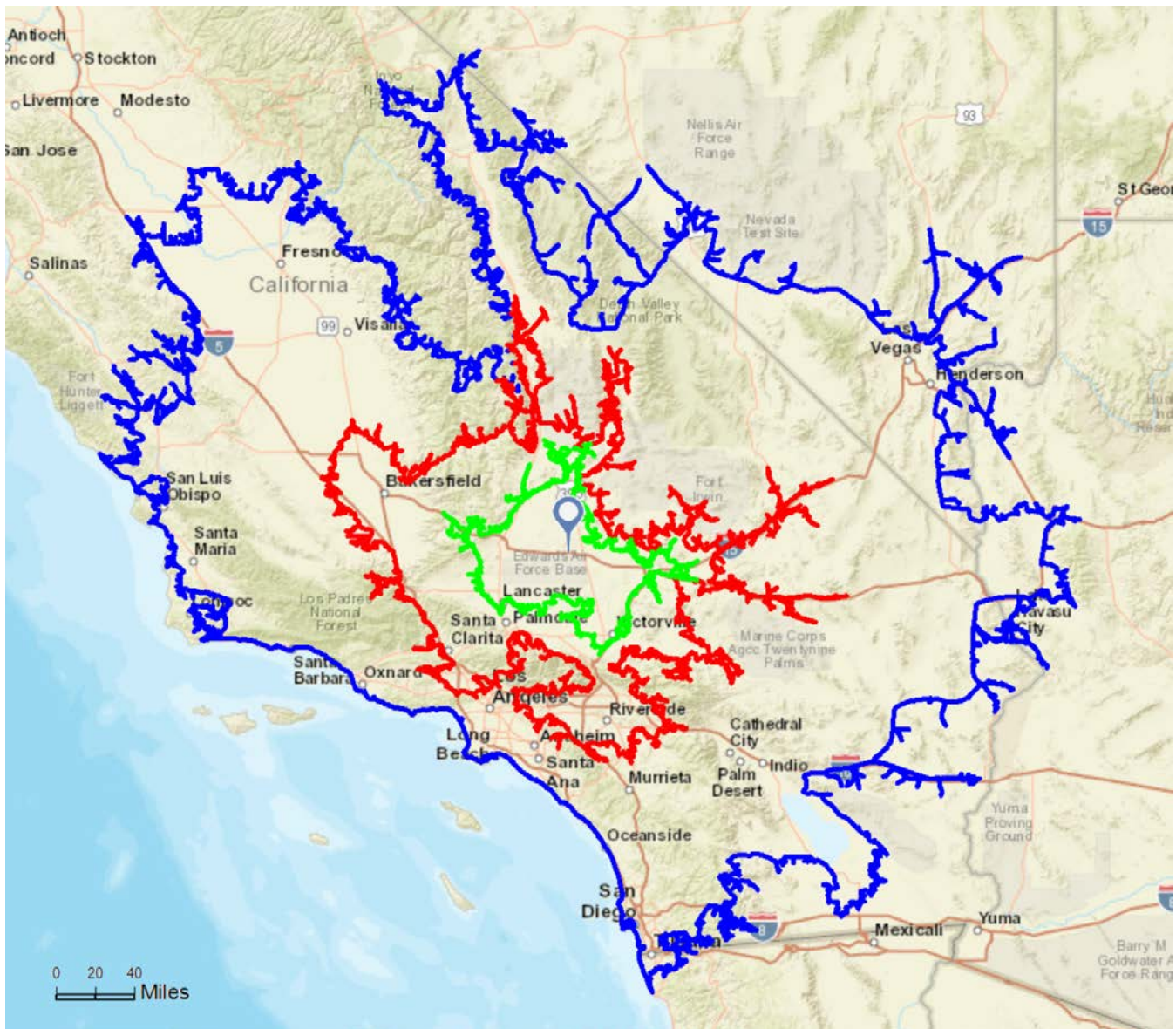
Source: US Census Bureau, 2010-2014 American Community Survey 5-Year Estimates (accessed via ESRI Community Analyst). Shaded figures are above the US average (median rent) or more recent than US (median year built).

MARKET ACCESS

Boron's one-hour drive time market provides access to a total population of nearly 400,000, with an annual growth rate of approximately 1 percent. The population of Boron's two-hour drive time market exceeds 7 million and is among the faster growing two-hour drive time markets among the communities include in this analysis.

FIGURE 9. DRIVE TIMES MAP: BORON

ZIP CODES WITHIN 1-, 2-, & 4-HOUR DRIVE TIMES FROM BORON



Source: ESRI Community Analyst

Despite its smaller size, Boron's drive time markets are adding population faster than some larger communities in the region are. Between 2010 and 2015, Boron's one-hour drive time market grew by more than 19,000 people, which represents a larger increase in numeric terms than California City's one-hour drive time population. Boron's two-hour market added nearly 320,000 people during the same period, a level of growth that exceeded the population gains in two-hour drive time markets for three other East Kern communities.

FIGURE 10. MARKET ACCESS

POPULATION LIVING IN ZIP CODES WITHIN 1-, 2-, & 4-HOUR DRIVE TIMES OF EACH COMMUNITY

1 HOUR

Geography	2010	2016	2010 to 2016	
			Net Chg.	% Chg.
Tehachapi	874,066	929,606	+55,540	+6.4%
Rosamond	607,199	638,756	+31,557	+5.2%
Mojave	544,491	569,639	+25,148	+4.6%
California City	414,164	431,520	+17,356	+4.2%
Boron	372,399	391,943	+19,544	+5.2%
Ridgecrest	46,832	48,136	+1,304	+2.8%

2 HOURS

Geography	2010	2016	2010 to 2016	
			Net Chg.	% Chg.
Rosamond	13,059,979	13,559,907	+499,928	+3.8%
Mojave	9,373,018	9,736,283	+363,265	+3.9%
Boron	6,908,695	7,224,771	+316,076	+4.6%
California City	5,252,195	5,478,493	+226,298	+4.3%
Tehachapi	4,654,457	4,858,354	+203,897	+4.4%
Ridgecrest	1,198,858	1,253,281	+54,423	+4.5%

4 HOURS

Geography	2010	2016	2010 to 2016	
			Net Chg.	% Chg.
Rosamond	26,280,775	27,518,233	+1,237,458	+4.7%
Boron	26,216,513	27,476,390	+1,259,877	+4.8%
Mojave	25,936,745	27,170,207	+1,233,462	+4.8%
California City	25,856,592	27,084,228	+1,227,636	+4.7%
Ridgecrest	25,365,524	26,586,529	+1,221,005	+4.8%
Tehachapi	25,049,873	26,203,551	+1,153,678	+4.6%

Source: ESRI Community Analyst

WORKFORCE TRENDS & CHARACTERISTICS

Boron's population is among the region's oldest with a median age of 40.1 years, a figure second only to Tehachapi (40.6 years). Population growth in the Boron area trailed the region between 2010 and 2016, declining by approximately 4 percent, the only one of the East Kern communities to lose population during the period.

FIGURE 11. POPULATION & MEDIAN AGE

POPULATION CHANGE, 2010-2016 & MEDIAN AGE, 2016

Geography	2010	2016	2010 to 2016		Median Age
			Net Chg.	% Chg.	
Mojave (93501)	5,408	5,753	+345	6.4%	34.9
Kern County	839,631	888,823	+49,192	5.9%	31.3
US	308.7 M	323.6 M	+14.8 M	4.8%	38.0
California	37,253,956	38,986,171	+1,732,215	4.6%	35.8
Greater Antelope Valley	495,354	517,023	+21,669	4.4%	33.0
Rosamond (93560)	18,850	19,548	+698	3.7%	33.4
Ridgecrest (93527 & 93555)	35,023	35,899	+876	2.5%	37.9
California City (93505)	14,054	14,361	307	2.2%	35.2
East Kern	114,449	116,749	+2,300	2.0%	36.9
Tehachapi (93531 & 93561)	35,149	35,260	+111	0.3%	40.6
Boron (93516)	2,295	2,200	-95	-4.1%	40.1

Source: ESRI Community Analyst (2016 forecast); US Census Bureau, Census 2010 (2010 figures). Median age higher than US is shaded.

Boron is among the poorer areas of the East Kern region. According to the latest data available from the US Census Bureau, the poverty rate in Boron is 36.8 percent, highest among the communities included in this analysis and more than double national and state rates. Median household income in Boron is \$36,567, about one-third lower than median household income in the region.

FIGURE 12. INCOME LEVELS

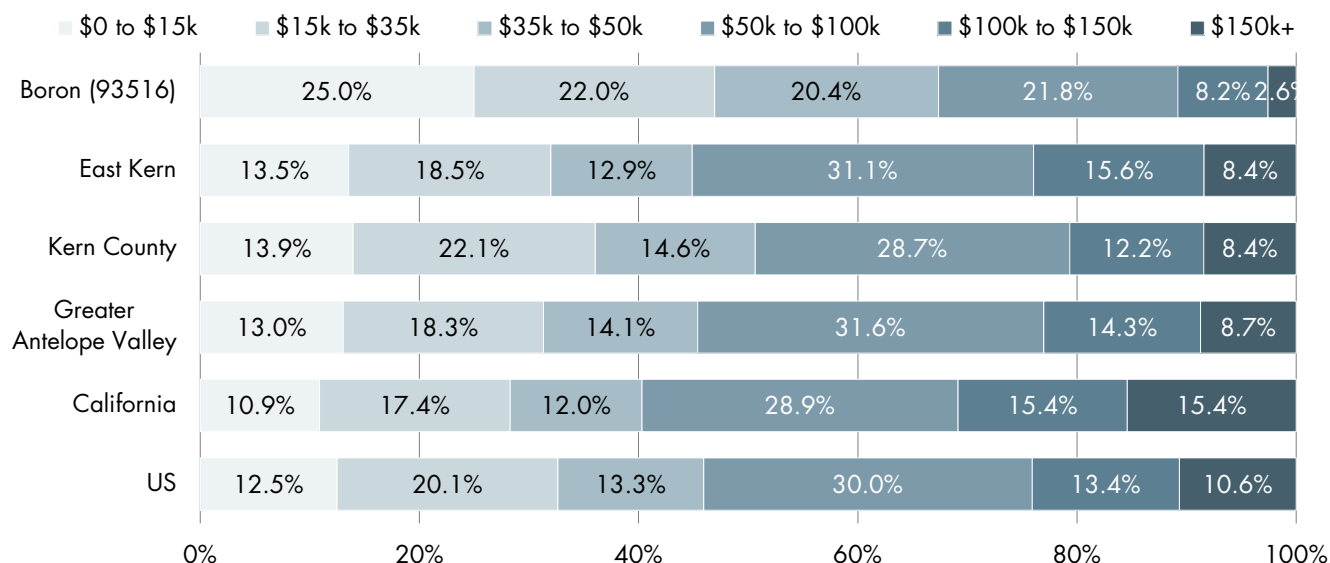
INCOME LEVELS, 2016 & POVERTY RATE, 2014

Geography	Median Household Income	Average Household Income	Per Capita Income	Poverty Rate
California	\$62,554	\$90,812	\$30,905	16.4%
Ridgecrest (93527 & 93555)	\$57,957	\$74,855	\$29,488	14.7%
US	\$54,149	\$77,008	\$29,472	15.6%
Tehachapi (93531 & 93561)	\$58,847	\$82,949	\$28,002	12.2%
East Kern	\$54,987	\$72,580	\$26,109	17.0%
Rosamond (93560)	\$53,125	\$67,216	\$22,677	18.0%
California City (93505)	\$51,824	\$63,378	\$22,322	23.9%
Greater Antelope Valley	\$54,580	\$71,887	\$22,318	20.4%
Kern County	\$49,123	\$68,628	\$21,178	23.4%
Boron (93516)	\$36,567	\$49,015	\$19,183	36.8%
Mojave (93501)	\$36,564	\$50,250	\$18,733	35.6%

Source: ESRI Community Analyst (2016 forecast); US Census Bureau, 2010-2014 American Community Survey 5-Year Estimates (poverty rate).

One out of four households in Boron (25.0 percent) has income of less than \$15,000 per year, a share that is at least double the state and US. Boron's income distribution continues to depart from regional, state, and national patterns as you move up the scale, with a much larger share of households in brackets below \$100,000. At this point, the pattern reverses, with Boron having much lower percentages of households falling into the upper income cohorts.

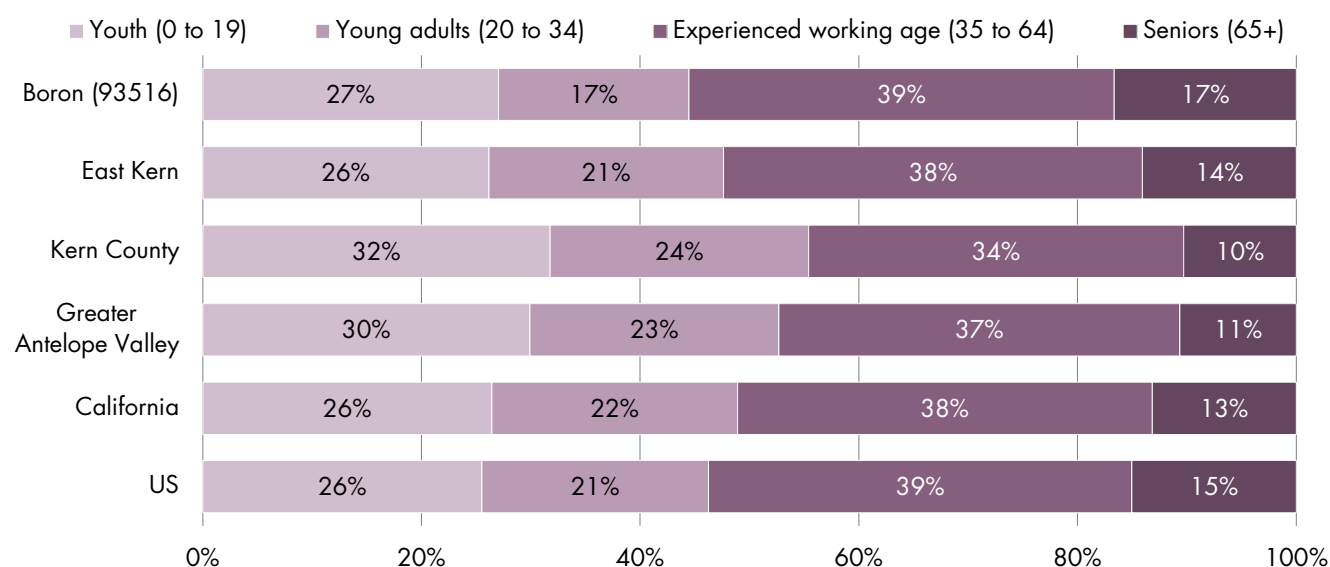
FIGURE 13. HOUSEHOLD INCOME DISTRIBUTION
SHARE OF HOUSEHOLDS BY SELECTED INCOME CATEGORIES



Source: 2010-2014 American Community Survey 5-Year Estimates (DP-02).

Boron's age distribution also differs from that of the region, state, and US, skewing towards the older end of the scale. Seventeen percent of Boron residents are age 65 or older. Likewise, Boron's young adults (those age 20-64) represent a much smaller share of the total population in comparison to East Kern (17 percent versus 21 percent).

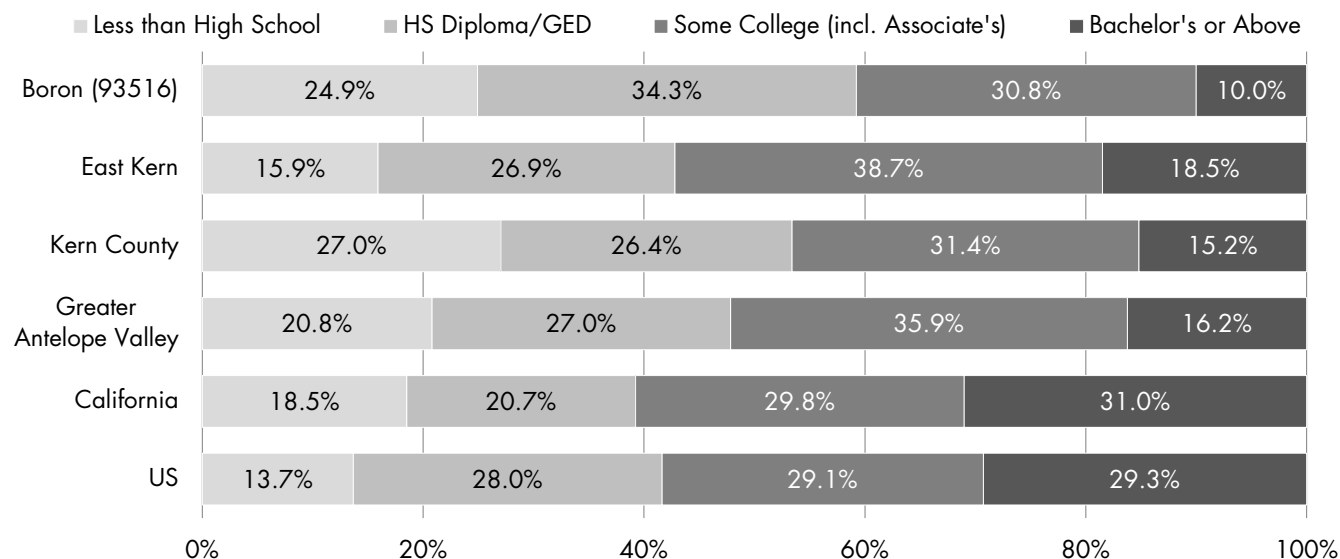
FIGURE 14. AGE STRUCTURE
SHARE OF POPULATION BY SELECTED AGE GROUPS



Source: ESRI Community Analyst

Boron also trails in educational attainment relative to the rest of the region, as well as when compared to the state and US. The majority of the population age 25 or older in Boron (59 percent) does not have any education beyond high school and approximately one in four residents age 25 or older (25 percent) has not completed high school. Only 10 percent of Boron's adult residents have a bachelor's degree or higher, about one-third national and state rates.

FIGURE 15. EDUCATIONAL ATTAINMENT
HIGHEST LEVEL OF ATTAINMENT, POPULATION AGE 25+



Source: 2010-2014 American Community Survey 5-Year Estimates (DP-02).

The Boron area had the highest unemployment rate (26.3 percent) and the lowest labor force participation rate (37.7 percent) in the East Kern region, according to the latest available data from the US Census Bureau (2014). Boron's unemployment rate at that time was nearly three times the national rate and more than double the state's.

FIGURE 16. LABOR FORCE & UNEMPLOYMENT
LABOR FORCE, UNEMPLOYMENT & LABOR FORCE PARTICIPATION RATES

Geography	Population Age 16+	Labor Force	Unemployment	Unemployment Rate	Labor Force Participation Rate
Boron (93516)	1,664	627	165	26.3%	37.7%
California City (93505)	10,595	5,751	1,345	23.4%	54.3%
Mojave (93501)	3,928	2,210	497	22.5%	56.3%
Greater Antelope Valley	373,976	209,844	27,778	13.2%	56.1%
Kern County	630,972	372,092	49,041	13.2%	59.0%
Rosamond (93560)	14,843	8,401	1,085	12.9%	56.6%
East Kern	88,971	49,097	6,020	12.3%	55.2%
California	29,934,838	19,108,876	2,084,564	10.9%	63.8%
Ridgecrest (93527 & 93555)	27,036	16,835	1,668	9.9%	62.3%
US	248.8 M	159.0 M	14.5 M	9.1%	63.9%
Tehachapi (93531 & 93561)	28,197	13,570	1,118	8.2%	48.1%

Source: US Census Bureau, 2010-2014 American Community Survey 5-Year Estimates.

Middle skills occupations—those typically requiring some level of education beyond high school, but less than a college degree—are a key driver of employment in Boron. The two largest occupational groups, as measured by their share of all jobs in the community, are transportation & material moving and construction & extraction (which primarily includes mining occupations). Those two groups account for nearly 40 percent of total employment in Boron. By comparison, they represent between 10 percent and 14 percent of the other geographies profiled.

FIGURE 17. OCCUPATIONAL DISTRIBUTION (% OF TOTAL), 2015
COMPARISON OF BORON (93516) WITH SELECTED GEOGRAPHIES AND US

SOC Code & Description	Boron (93516)	East Kern	Kern County	Greater Antelope Valley	US
53 Transportation & Material Moving	19.3%	6.2%	7.5%	5.8%	6.6%
47 Construction & Extraction	19.3%	3.4%	6.0%	3.8%	4.5%
43 Office & Administrative Support	10.5%	12.9%	11.2%	15.4%	15.4%
41 Sales & Related	8.6%	8.4%	8.1%	12.1%	10.3%
49 Installation, Maintenance, & Repair	8.5%	5.5%	4.2%	3.6%	3.8%
51 Production	7.4%	3.6%	3.6%	3.1%	6.1%
35 Food Preparation & Serving Related	5.1%	7.8%	6.5%	10.2%	8.4%
11 Management	4.5%	5.0%	4.9%	5.0%	5.5%
13 Business & Financial Operations	2.8%	7.5%	3.5%	4.9%	5.0%
17 Architecture & Engineering	2.4%	6.1%	2.2%	2.3%	1.7%
33 Protective Service	2.3%	4.0%	3.0%	2.2%	2.3%
39 Personal Care & Service	2.2%	3.6%	3.0%	4.5%	4.0%
37 Building/Grounds Cleaning & Maint.	1.9%	3.0%	3.1%	3.7%	3.9%
19 Life, Physical, & Social Science	1.3%	2.0%	0.9%	1.1%	0.8%
29 Healthcare Practitioners & Technical	1.2%	4.8%	3.9%	6.6%	5.4%
15 Computer & Mathematical	0.4%	3.7%	1.4%	2.5%	2.7%
21 Community & Social Service	0.4%	2.1%	1.9%	2.4%	1.6%
23 Legal	0.4%	0.4%	0.4%	0.6%	0.8%
25 Education, Training, & Library	0.4%	6.0%	6.2%	5.6%	5.8%
27 Arts, Design, Entertainment, & Media	0.4%	1.5%	1.1%	1.3%	1.8%
31 Healthcare Support	0.4%	1.8%	2.0%	3.0%	2.8%
45 Farming, Fishing, & Forestry	0.4%	0.5%	15.4%	0.2%	0.8%

Source: EMSI 2016.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Note: Figures exclude military and unclassified employment. The three largest occupations in each geography are highlighted.

A look at LQs reveals heavy concentrations of employment in occupational groups associated with middle skills jobs. Along with the two groups discussed previously, Boron has higher-than-expected levels of employment in installation, maintenance, and repair occupations. However, the data also point to above-average concentrations of employment in science, technology, engineering, and math (STEM) fields. Specifically, employment in life, physical, & social science occupations (LQ of 1.55) and architecture & engineering occupations (LQ of 1.41) are more concentrated in the Boron labor market than would be expected based on national patterns.

FIGURE 18. CONCENTRATION OF EMPLOYMENT BY OCCUPATION, 2015
LOCATION QUOTIENT (LQ) ANALYSIS BY MAJOR GROUP, US=1.00

SOC Code & Description	Boron (93516)	East Kern	Kern County	Greater Antelope Valley	US
47 Construction & Extraction	4.25	0.76	1.33	0.84	1.00
53 Transportation & Material Moving	2.94	0.94	1.13	0.89	1.00
49 Installation, Maintenance, & Repair	2.21	1.43	1.10	0.93	1.00
19 Life, Physical, & Social Science	1.55	2.45	1.07	1.31	1.00
17 Architecture & Engineering	1.41	3.66	1.32	1.35	1.00
51 Production	1.21	0.59	0.58	0.51	1.00
33 Protective Service	1.02	1.76	1.32	0.98	1.00
41 Sales & Related	0.84	0.82	0.78	1.17	1.00
11 Management	0.83	0.92	0.90	0.92	1.00
43 Office & Administrative Support	0.68	0.84	0.73	1.00	1.00
35 Food Preparation & Serving Related	0.61	0.93	0.78	1.22	1.00
13 Business & Financial Operations	0.56	1.51	0.70	0.98	1.00
39 Personal Care & Service	0.54	0.90	0.74	1.11	1.00
45 Farming, Fishing, & Forestry	0.52	0.62	20.11	0.27	1.00
37 Building/Grounds Cleaning & Maint.	0.48	0.78	0.81	0.95	1.00
23 Legal	0.48	0.52	0.43	0.67	1.00
21 Community & Social Service	0.25	1.29	1.18	1.46	1.00
29 Healthcare Practitioners & Technical	0.23	0.88	0.73	1.22	1.00
27 Arts, Design, Entertainment, & Media	0.23	0.83	0.60	0.72	1.00
15 Computer & Mathematical	0.15	1.36	0.51	0.92	1.00
31 Healthcare Support	0.14	0.65	0.72	1.08	1.00
25 Education, Training, & Library	0.07	1.04	1.06	0.97	1.00

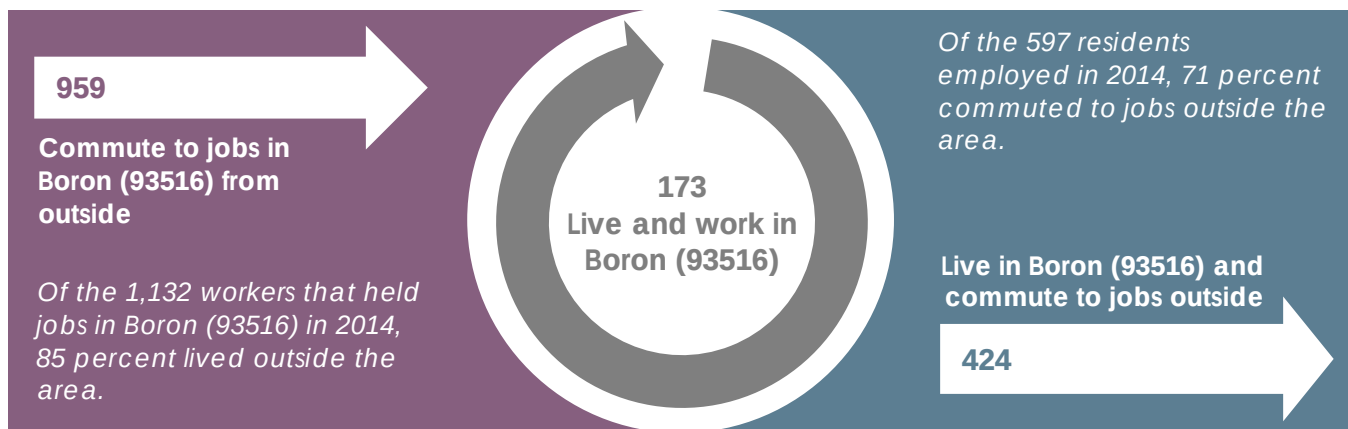
Source: EMSI 2016.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Note: Figures exclude military and unclassified employment. LQs greater than 1.25 are presumed to show competitive advantage and are highlighted.

COMMUTING PATTERNS

Boron is a net importer of workers, with 85 percent of the community's jobs held by people who lived outside the area in 2014. Roughly three out of ten employed residents (29 percent) are able to live and work in Boron. The remaining residents (71 percent) commute from their homes in the Boron area to jobs located outside the community. In 2014, this translated to more than 400 outbound commuters, while more than twice that number of people (959) were drawn to jobs in Boron from outside the area.

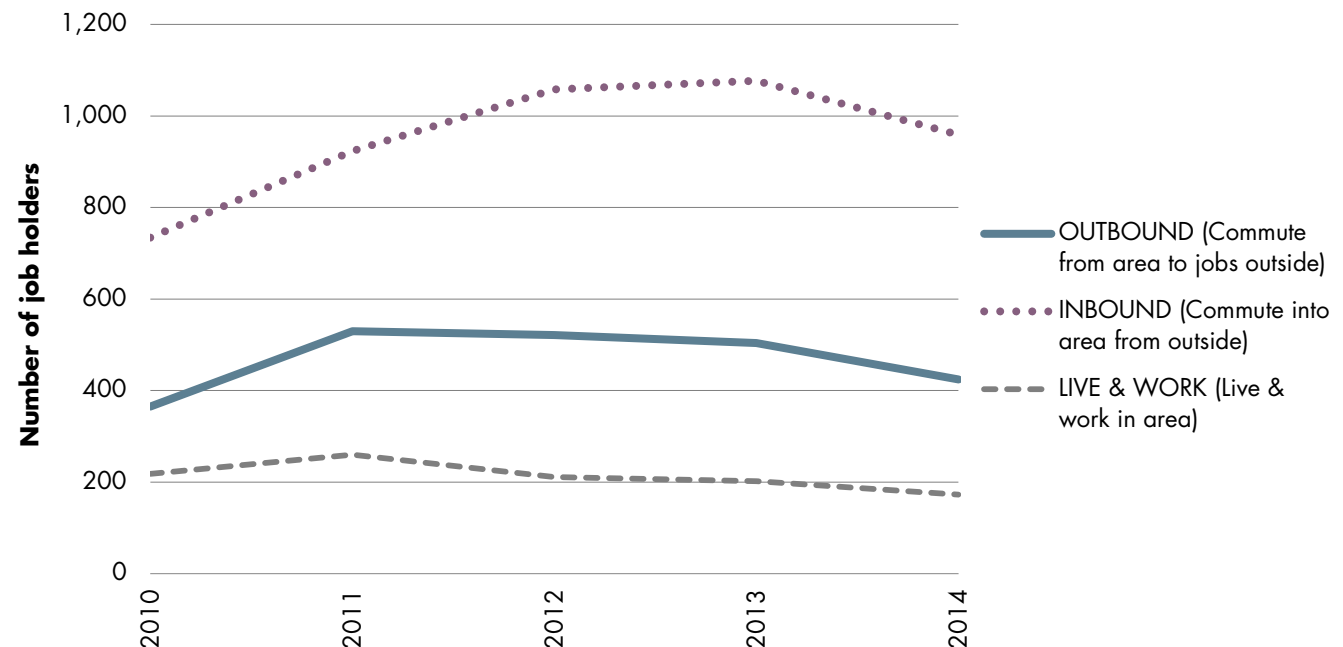
FIGURE 19. INFLOW/OUTFLOW FOR BORON (93516), 2014
FLOW OF WORKERS TO/FROM THE AREA



Source: US Census Bureau, Local Employment Dynamics.

Notes: Overlay arrows are for illustrative purposes and do not indicate directionality of worker flow between home and employment locations.

FIGURE 20. COMMUTING FLOWS, 2010–2014

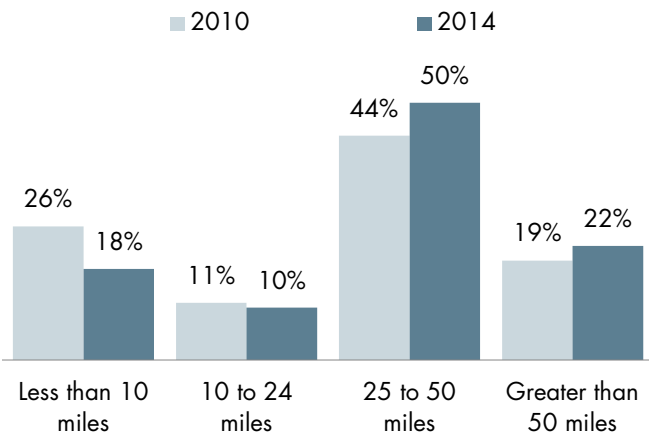


Source: US Census Bureau, Local Employment Dynamics.

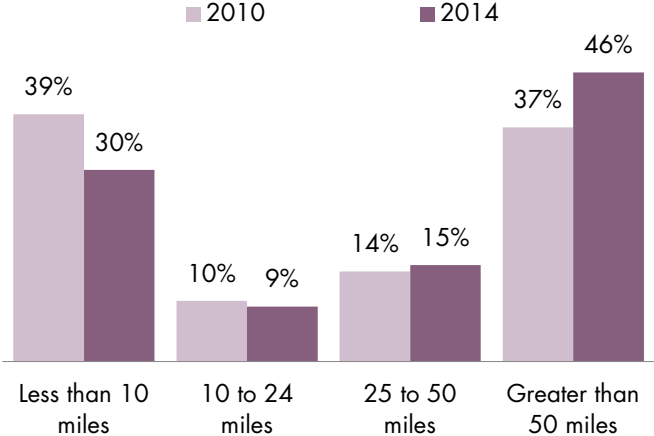
The majority of people who worked in Boron (72 percent) traveled 25 miles or more between work and home in 2014, while a smaller share of the community’s employed residents (61 percent) commuted this distance. However, employed residents leaving Boron for work were much more likely to travel 50 miles or more than workers employed in Boron, where the most common distance commuted was between 25 and 50 miles. The trend towards longer commute times was most prevalent among outbound commuters. In 2014, forty-six percent of employed Boron residents were commuting greater than 50 miles, up from 37 percent in 2010.

FIGURE 21. DISTANCE TRAVELED, 2010 VS. 2014
SHARE OF JOBHOLDEERS

PEOPLE WHO WORK IN BORON (93516)

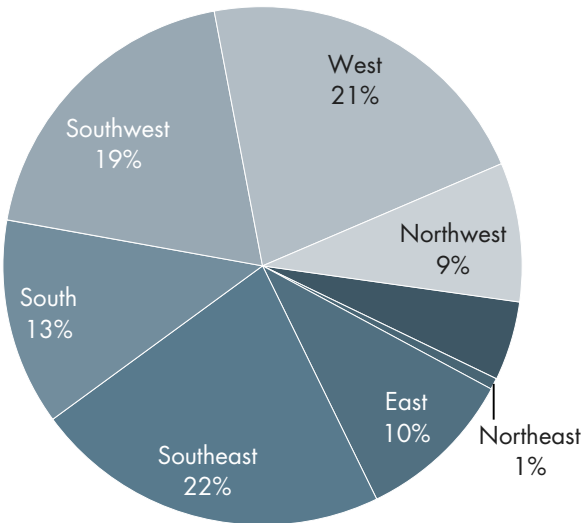


EMPLOYED PEOPLE WHO LIVE IN BORON (93516)



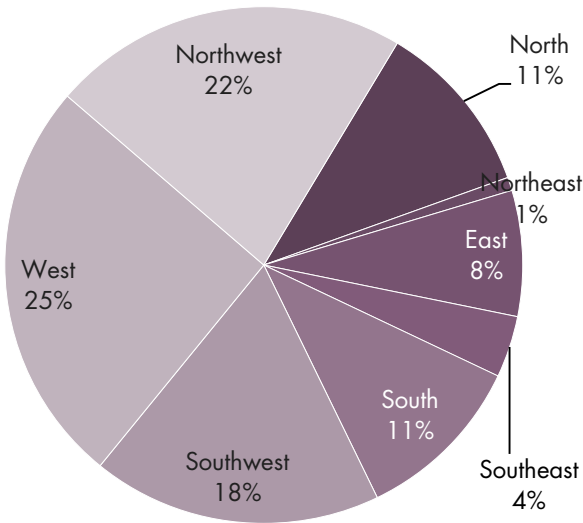
Source: US Census Bureau, Local Employment Dynamics.

FIGURE 22. DIRECTION TRAVELED FROM WORK TO HOME, 2014
SHARE OF PEOPLE THAT WORK IN BORON (93516)



Source: US Census Bureau, Local Employment Dynamics.

FIGURE 23. DIRECTION TRAVELED FROM HOME TO WORK, 2014
SHARE OF PEOPLE THAT LIVE IN BORON (93516)

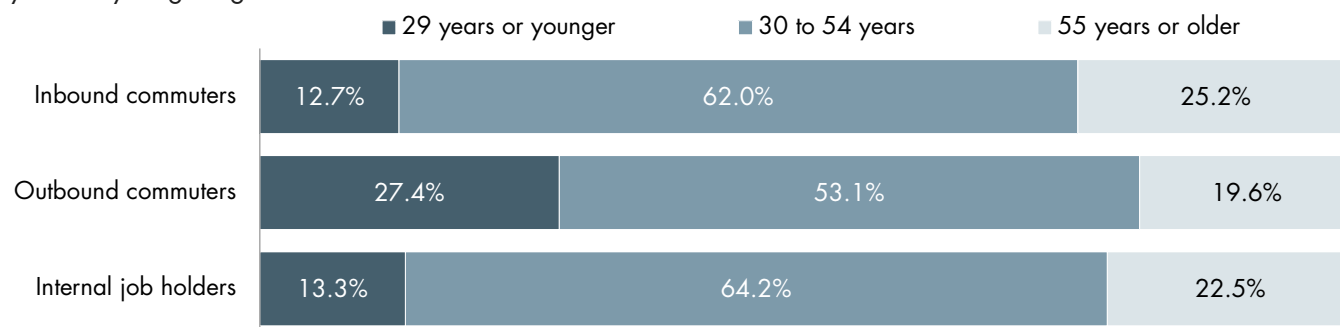


Source: US Census Bureau, Local Employment Dynamics.

FIGURE 24. SELECTED JOBHOLDER CHARACTERISTICS, 2014
SHARE OF WORKERS BY TYPE OF COMMUTING FLOW

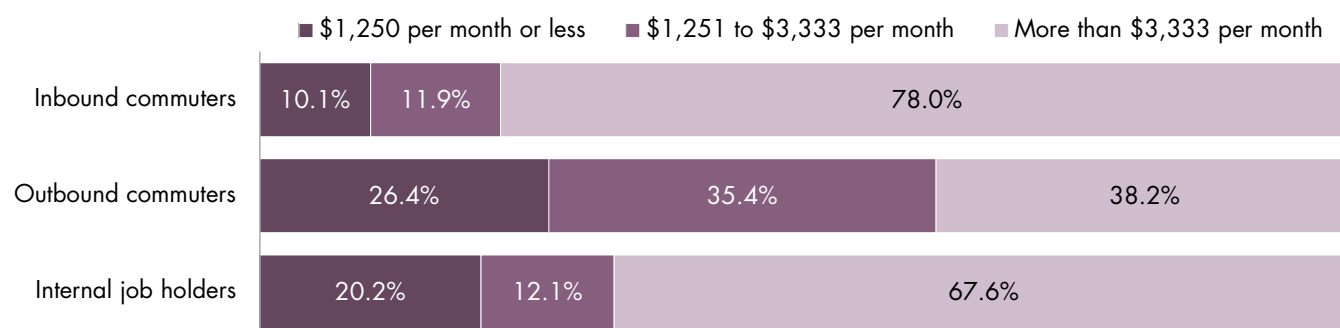
AGE

Internal jobholders, or people living and working in Boron, and inbound commuters are more likely to be in the 30 to 54 age cohort than outbound commuters are. Boron outbound commuters are twice as likely to be in the 29 years or younger age cohort.



EARNINGS

Internal jobholders and inbound commuters are also much more likely to be in higher-wage jobs compared to outbound commuters. Seventy-eight percent of the inbound commuters to Boron are in jobs earning more than \$3,333 per month, compared to 38 percent of outbound commuters, suggesting there may be an opportunity to engage in workforce development efforts for residents to help them compete for higher-wage local jobs.



INDUSTRY CLASS

The majority of internal jobholders (66 percent) and inbound commuters (74 percent) work in the goods-producing sector, which includes oil and gas and mining. Boron's outbound commuters work primarily in services.



Source: (all above) US Census Bureau, Local Employment Dynamics

Boron's oil, gas, and mining sector draws hundreds of workers to the community, with net flows approaching 700 workers. In other words, nearly 700 more people commute into Boron for jobs in that sector than leave Boron to work in that sector elsewhere. Three other sectors have positive net inbound migration, but the margins are small.

FIGURE 25. DAILY NET INFLOW/OUTFLOW OF WORKERS BY SECTOR, 2014
NET INBOUND/OUTBOUND COMMUTING FLOWS BY SECTOR



Source: US Census Bureau, Local Employment Dynamics.

The largest share of people working in jobs in Boron live in Boron (15%). However, the local labor market depends on commuters from a wide variety of cities, including Lancaster (9%), California City (8%), Victorville (5%), and Golden Hills (4%). Approximately one out of four employed Boron residents also work in Boron (27 percent); the next most common employment destinations are Bakersfield (5%) and Los Angeles (4%).

FIGURE 26. LABORSHED & COMMUTE SHED DESTINATIONS, 2014

TOP 10 PLACES IN BORON'S LABORSHED (WHERE WORKERS LIVE) & COMMUTE SHED (WHERE EMPLOYED RESIDENTS WORK)

WHERE BORON (93516) WORKERS LIVE

City (Place)	Count	Share
1 Boron CDP, CA	173	15.3%
2 Lancaster city, CA	105	9.3%
3 California City city, CA	92	8.1%
4 Victorville city, CA	60	5.3%
5 Golden Hills CDP, CA	49	4.3%
6 Apple Valley town, CA	41	3.6%
7 Palmdale city, CA	36	3.2%
8 Rosamond CDP, CA	34	3.0%
9 Barstow city, CA	32	2.8%
10 Bear Valley Springs CDP, CA	29	2.6%
All Other Locations	481	42.5%
Total	1,132	100.0%

WHERE EMPLOYED BORON (93516) RESIDENTS WORK

City (Place)	Count	Share
1 Boron CDP, CA	159	26.6%
2 Bakersfield city, CA	31	5.2%
3 Los Angeles city, CA	25	4.2%
4 Palmdale city, CA	19	3.2%
5 Ridgecrest city, CA	16	2.7%
6 California City city, CA	14	2.3%
7 North Edwards CDP, CA	14	2.3%
8 Edwards AFB CDP, CA	13	2.2%
9 Lancaster city, CA	11	1.8%
10 Fresno city, CA	8	1.3%
All Other Locations	287	48.1%
Total	597	100.0%

Source: US Census Bureau, Local Employment Dynamics

Note: The commuting patterns analysis was conducted for the 93516 ZIP Code, not the Boron CDP, in order to be consistent with other data elements presented in this report. The discrepancy between the number of workers that live in the Boron CDP (173) and the number of employed Boron residents that work in the Boron CDP (159) is a result of the difference in the boundaries of the two geographies.

TIP strategies
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