

ECONOMIC RESOURCE COUNCIL MID-TERM PROGRESS REPORT

Contract # 13-321

Reporting Period: Final Quarter/Annual Report

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The 2015-2016 fiscal year was very productive at the Nevada County Economic Resource Council (NCERC) with many exciting developments, described throughout the body of the report. NCERC would like to thank the County of Nevada Board of Supervisors and multiple county staff members (along with numerous NCERC Board Members and volunteers), who actively share their enthusiasm, energy, and expertise towards our efforts to strengthen the Nevada County economy through the activities described below. Given we are a very small staff, we rely heavily on public-private partnerships and this wealth of volunteer engagement, and it is truly appreciated.

Overall it was a banner year with a number of significant highlights:

- Accelerated by a year the launch of the Sierra Digital Media Campus (rebranded as Green Screen Institute) with was originally scheduled to open in 2017 but opened in April 2016. The 27,000 square foot multi-purpose facility already has 3 tenants operating out of the facility, and another 2 currently reviewing draft lease agreements.
- Based on industry input regarding the need to create a talent pipeline, completed an extensive – and first of its kind in the region --- Digital Media industry workforce needs assessment, followed by planning for the launch of a career technical academy to be called the Connected Communities Academy, securing of resources and teachers/trainers from industry for its launch, and with initial classes scheduled to be operated out of Green Screen Institute beginning in August.
- Accessed funding and facilitated the completion of an in-depth feasibility analysis for the Green Screen Institute including a specific sector focus on the exploding Virtual Reality and Augment Reality sectors and launched an initial marketing campaign resulting in inquiries and applications from start-ups located all over California, the U.S. and globally interested in being part of the Global Center of Excellence that is emerging.
- Successfully held the most successful annual NCERC Economic Summit to date with nearly 400 individuals attending, a variety of compelling keynote speakers and panelists, and a VIP networking dinner featuring a compelling conversation with 4 members of the Green Screen Institute Global Advisory Board. Importantly, the Summit was also a successful fundraiser meeting the event goals.
- Designed and developed brand new web sites for GoNevadaCounty.com and NCERC.org
- Developed an integrated marketing plan resulting in a T.O.T.A.L. Package brand that incorporates key attributes of Nevada County including talent, outdoor recreation, technology, arts, agriculture and lifestyle. The T.O.T.A.L. brand is emphasized on the ERC web site, in recently developed tourism brochures, and as the focal point of the annual summit.
- And, importantly, provided valuable assistance to a number of local companies that are growing, including – among others - Gyro-Stabilized Systems (GSS), Traitware, Applied Science and Spiral Internet.

Economic Development and Tourism Marketing

1. List activities and outcomes in providing technical assistance to local businesses using the following metrics:

- Payroll, Average high wage salary, number of jobs/high wage jobs
- Specific assistance provided to businesses
- Testimonials

NCERC's efforts are largely focused on providing direct business assistance or implementation of initiatives intended to grow high wage/high skill jobs. And, also, initiatives such as the new workforce training academy intended to improve the skill level of under-employed or unemployed individuals so they are able to achieve gainful employment in today's increasingly digital economy.

A handful of companies listed in section 1.2 that the NCERC has been, or is currently working with, they anticipate growth by 60-80 jobs over the next 6 to 36 months. A majority of the jobs would be in the high wage category, and substantially above the median wages.

More broadly, through a Digital Media workforce assessment of 50 Digital Media employers in the region that was completed in early 2016, the following jobs related data was obtained:

- There are approximately 400 new jobs posted or expected to be posted within 5 years from this cohort of companies
- 39 companies stated they had growth plans and a total of 833 jobs were expected to be posted in the next 5 years (including replacement positions due to attrition or retirement)
- Advertised salaries for these roles typically ranged from \$65,000 to \$111,000 per year which is well above the national average.
- Nearly eight in ten middle skill jobs require digital skills. Moreover, digitally intensive middle-skill occupations are growing faster than other middle-skill jobs and pay 18% more on average.

1.2 List activities to connect local businesses to capital, information or technical expertise.

The NCERC provided a wide array of technical assistance to local businesses during the reporting period, and identified below.

- Gyro-Stabilized Systems (site location assistance, local visibility/public relations, access to talent, and technical expertise)
- RCD Engineering (technical expertise and local visibility/public relations and leadership training)
- Spiral Internet (connection to CFO, capital, help with CPUC Advocacy and public support)
- Byers Solar (local visibility at the Fab 5 event)
- Fodder Works (local visibility, "Deep Dive" business strategy session)
- Whim (local visibility, and access to sources of capital via Capital Network Event)
- Traitware (site location, access to sources of capital via Capital Network Event, fundraising boot camp and talent/interns via Chico State, and introduction to potential partner organizations)
- JobVille (local visibility and technical expertise)
- Applied Science (advocacy support to help secure major contract, assistance with wage analysis for current and potential staff and information)
- XP Camper (connection to CFO, information on public sector funding programs)
- Practical Academics (information, technical expertise, fundraising boot camp)
- Alpine Air (local visibility and access to talent)
- Telestream and AJA (support and partnering on University Campus Recruiting – Job Fair with marketing display)
- GameRunner (local visibility)
- Simlatus (site location assistance, technical expertise)
- NCTV (site location assistance)

- Autometrix (local visibility, access to Talent Connection)
- Dignity Health, Sierra Nevada Memorial Hospital (assistance with local public relations related to its recently completed economic impact report)

At the end of the reporting period, NCERD has been contacted about providing assistance on an important local business expansion project and has initiated coordination with the County, City of Nevada City, and the business partners about a potential State Community Development Block Grant “over the counter” project. For now, the project needs to remain confidential until the overall project plan is crystallized. The project could have significant job creation and downtown revitalization implications.

Attached are examples of positive media coverage associated with some of these companies that the NCERC helped secure for Gyro-Stabilized Systems, RCD Engineering, Inc., and Dignity Health Sierra Memorial Hospital.

Sample Testimonials:

- Pat Leach, RCD Engineering, Inc. – “I just want to thank you for the work that has been accomplished by all the committees...once again, the NCERC is invaluable.”
- John Paul, Spiral Internet – “I am so grateful that you made the trip down to San Francisco. It makes all the difference in the world to have you speak before the (Public Utilities) Commission. Rachelle and I were watching the Commissioners, and they were engaged...a lot of head nodding.”
- Jonathan Morgan, Applied Science, Inc., - “I found the meeting with all the local stakeholders most helpful. It provided me with insights, both tactical and strategic, on how we might go after this opportunity. I am ready to roll up my sleeves and work with all of you to have this business stay in the United States and here in Nevada County.”

1.3 /4.1 List activities to evaluate regulatory, permitting, infrastructure and other constraints to new or existing business and any recommendations to facilitate economic growth in Nevada County.

In the Spring of 2016, NCERC actively initiated the Royal Welcome Task Force as a means to proactively attract entrepreneurial startups, established companies, or outposts of major corporations to Nevada County. A key element of the Royal Welcome Task Force has involved an effort to evaluate regulatory, permitting, infrastructure and other constraints to new or existing business and make any recommendations to facilitate economic growth in Nevada County. Several key things have emerged from this effort:

- The County’s new Community Development Director, Sean Powers is an active participant on the Task Force, as is, Valorie Wilcock. They have been a tremendous resource in terms of providing county-wide data that is vital for telling a positive story about locating or growing a business in Nevada County. Mr. Powers has expressed a desire to be actively engaged early on with any business location or expansion projects to ensure that important coordination about regulatory and permitting items are known on the front end and the county can best be prepared to assist businesses through the process.
- A meeting to renew development permit policies convened and it was determined the county is making significant strides to be responsive to businesses, but perhaps needs to promote it more broadly through a concerted public relations effort.
- The Royal Welcome Task Force recommended that in the near-term horizon, over the next 24 months, the most realistic focus is on expanding or attracting businesses whose facility needs are 10,000 square feet or less as significant inventory exists with minimal development related regulatory and permitting hurdles to overcome.
- Larger prospects or projects will require longer lead time, and the County has been proactive about wanting to be included early on in meetings with large-sized development projects, so that it can be most helpful in facilitating any regulatory or permitting requirements,

1.3, 1.5 List businesses selected for targeted assistance and describe the support provided, including outcomes such as increased revenues, improved or streamlined services or other tangible benefits.

The companies were identified in prior sections of this report but some specific examples are noted here.

- Assisting Applied Science, Inc. with a strategic advocacy campaign aimed at seeking a large contract from The American Red Cross valued at approximately \$25M. The effort focused on generating support from local government, the Governor's office, and Dignity Health. Applied Science, Inc. develops advanced medical technologies that are simpler, easier and safer to use; this led to the invention of a blood mixer and scale for blood banking organizations. They have expanded into hospital software applications. In addition, the NCERC also assisted in identifying finance staff for the company.
- Assisting Gyro-Stabilized Systems (GSS) with a combination of items including site location assistance, employment recruitment, and public relations support. GSS is a Nevada County based company that designs, manufactures, markets, and supports stabilized camera platforms and systems. Included as an attachment to the report is a feature article on the company in the Sacramento Bee that resulted from NCERC's integrated marketing campaign effort.
- Assisting Traitware with a combination of items including site location assistance, and key introductions to strategic partners. Traitware is dedicated to making mobile and web computing more secure and enjoyable. Their two-factor authentication solutions protect mobile data and web services while enhancing the experience for your users. NCERC has made a key contact with a healthcare I.T. business that is considering a strategic partnership with Traitware to make inroads into the hospital market where the problem Traitware addresses is a BIG issue.
- Assisting local technology companies in developing a Nevada County Exhibit stand and presentation for participation at various university career fairs. The benefits include increased visibility for Nevada County among university students and access to more potential employees and interns for the companies. Participating companies included Telestream and AJA Video Systems.
- Spiral Internet is building the first gigabit internet network in Northern California. The NCERC was an active participant on the advocacy team that helped secure CPUC approval for over \$15M in grant funding for the project. The project also required matching private capital funding. NCERC partnered with Innovate North State to host a fundraising boot camp. One of the panelists who participated as an investing expert in the boot camp is highly connected to numerous sources of capital. As a direct result of the boot camp, the individual has stepped into the CFO role at Spiral and is proactively assisting in securing the private capital for the company. NCERC is also assisting Spiral with a key strategic relationship with a capital provider.

1.7 Describe/list how ERC has continued to positively impact the growth of at least one existing Nevada County business with the retention or creation of 10 jobs or more.

One of the very first Fab 5 companies featured/assisted by NCERC was Gyro-Stabilized Systems (GSS). Since that time the NCERC has continued to positively impact the growth of the company via providing ongoing visibility and public relations, access to technical expertise and mentoring, outreach for potential employees, and assistance with its expansion plans through site selection assistance. The company continues to grow and currently has grown to approximately 14 employees with significant expansion plans.

In addition, NCERC has taken a proactive "hands-on" role on a key potential expansion project for Applied Science, Inc. The current American Red Cross project will have a \$24M local economic impact project. That will create high wage / high skill software engineering jobs and which is a precursor to a much larger project they are currently working on with Dignity Health. The company currently employs over 20 individuals with an annual payroll of over \$1 million. When the project comes to fruition they will create significant local high wage job opportunities.

1.8 List business showcase/networking events held, and companies showcased.

NCERC hosted multiple business showcase and networking events during the reporting period including:

- Fundraising Boot Camp – July 2015 (Practical Academics, Traitware)
- Golden Triangle Capital Network Forum – August 2015 (Whim, Traitware)
- ADMLC Reception – August 2015 (Grass Valley/Belden)
- Fab 5 Event – December 2015 (Fodder Works, Byers Solar, Spiral Internet update)
- Fab 5 Event – March 2016 (Autometrix, GameRunner)
- Green Screen Advisory Board VIP Reception – April 2016 (Wild & Scenic Film Festival, Telestream, Fandango, Touchdown Ventures, Inc.)
- International Business Development Roundtable VIP Session–April 2016 (SoNumerique)
- SF Chronicle Reception – June 2016 (SF Chronicle)

1.9 List specific improvements or additions to the NCERC website, and/or examples in providing a unique resource for business and job seekers.

A comprehensive RFP for web design/refresh and web marketing services was distributed in late December 2015. After an extensive recruitment, scoring and interview process, MC2 was selected to create the new NCERC website. It was completed in late June 2016 (Please feel free to visit the site at www.ncerc.org) and is a substantial upgrade over the prior site. It includes the following sections and features:

- The site is now mobile friendly
- It is more aesthetic and visually appealing
- The site flows easier
- Contains a blog feature
- Integrated with social media
- Updated contact form
- Highlights the T.O.T.A.L package which was the brand established by the NCERC Special Events Task Force to showcase Nevada County’s Talent, Outdoors, Technology, Arts/Agriculture and Lifestyle.
- Includes section on Green Screen Institute
- Includes section on VR/AR
- Added the 2025 Vision for Gigabit

We are extremely pleased with the new site as it represents a major advancement for the organization and is extremely visually appealing.

1.10 List new business startups with the potential to create 10 jobs or more that ERC helped foster in Nevada County.

- Traitware
- Simlatus
- Gyro-Stabilized Systems (GSS)
- Spiral Internet’s Bright Fiber project

1.11 List events hosted by ERC that promote, bring together or provide targeted information for businesses from both East and West areas of the County; and notable outcomes.

The Special Events Task Force did an incredible job in planning and organizing the ERC’s annual Economic Development Summit on April 7 at the Grass Valley Veterans Memorial Hall. Attended by nearly 400 individuals, the theme of the county-wide Summit was “What Makes a Community Great: The T.O.T.A.L Package!” The Summit featured a keynote presentation by Matt Carmichael, editor of Livability.com, and special presentations by Mary Owens (Job Generation: The Mission Economic Piece with a focus on the need for more vocational training) and Scott Lenet, Founder/President of Touchdown Ventures, Inc., who provided details associated with the launch of the new Green Screen Institute. The Summit also featured a panel of

Mayors of top ranked communities in the U.S. including Grand Rapids, MI (#1 Place to Visit in 2015), Lebanon, NH (#1 small town) and Madison, WI (#1 small to medium city). Finally, a special VIP dinner was held at the Gold Miners Inn after the Summit which featured a panel conversation by 4 of the Advisory Board members of the Green Screen Institute. Fandango's Vice President of Business Development, Adam Rockmore, was announced as one of the Green Screen Institute Advisory Board members and participated on the panel that also included Advisory Board members Dan Castles from Telestream and Melinda Booth from the Wild & Scenic Film Festival.

2. Report activities and outcomes to assist and support the growth of existing and emerging business "clusters" in the following areas:

2.1 Pursuit of potential sites and/or facilities for the Digital Media Campus

An NCERC committee was established in the Summer/Fall of 2015 to evaluate a variety of vacant facilities and sites that could serve as a local for the Digital Media Campus. An extensive analysis was undertaken and report completed. The initial top recommendation was the 150,000 square foot 400 Providence Mine facility but after substantial negotiations with the land owner a workable deal could not be arranged. During this period the NCERC also learned of the potential to locate the campus at 104 New Mohawk Road.

The Digital Media Campus, now referred to as the Green Screen Institute (Green Screen) represents a compelling Research and Science Park project that will create high wage/high skill jobs in a rapidly growing industry cluster that already has a 50-year legacy in Nevada County.

Green Screen is a 27,000 square foot facility located at 104 New Mohawk Road in Nevada City. A potential satellite Green Screen facility is being explored through preliminary conversations with Sierra Business Council and Town of Truckee's economic development director.

2.2 Pursuit of funding to complete the detailed Campus feasibility analysis and to secure the campus facilities.

The ERC (through the 501c3 ERC Foundation) was successful in securing a \$500,000 grant from the U.S. Department of Commerce's Economic Development Administration (EDA) which included 8 key work scope items relative to completion of a detailed Campus feasibility analysis. The ERC was one of only 12 communities/regions across the U.S. to secure the feasibility funding (out of 75 applicants).

Through federal funding from the U.S. Department of Commerce's Economic Development Administration (EDA) and local matching funds, the NCERC completed the feasibility analysis. As part of the effort the campus was re-branded as Green Screen Institute due to its special focus on Virtual Reality and Augmented Reality (VR/AR) and the long-standing legacy of video broadcast technology companies, film makers, festivals and artistic acumen unique to Nevada County. A number of highly specialized consultants were brought in as formal Advisors to the project, including the chief strategy consultants – Touchdown Ventures – and global digital media marketing firm, Edelman.

Extensive analysis went into identifying the sector specific approach, the Green Screen Institute's facility and programming, and in developing a stand-alone business model for the effort moving forward. In addition, a world-class Green Screen Institute Advisory Board was formed that includes many of the leading venture capitalists who focus on VR/AR, and executives from well-known businesses like Fandango, Technicolor, Electronic Arts and Samsung, among others. Locally, represented on GSI's Advisory Board are Dan Castles from Telestream; Julie Baker from the Center for the Arts; Jesse Locks from the Nevada City Film Festival; and Melinda Booth from the Wild and Scenic Film Festival. The 27,000 square foot Green Screen Institute (GSI) multi-purpose facility is located on New Mohawk in Nevada City, and incorporates space for a start-up accelerator, tech training academy, co-working lab, anchor tenants, media/event room, and a series of common space amenities.

As noted above, Touchdown Ventures undertook an extensive analysis of the Digital Media

sector to identify a strategic sector focus for Green Screen. Touchdown evaluated 10 sub-sectors of Digital Media using a 10-part scorecard that covered all of the key factors important in determining the most compelling opportunity.

As a result of the scorecard evaluation process, Touchdown Ventures recommended Green Screen to focus on VR/AR due to its large market potential and rapid projected growth. In addition, reasons included the opportunity to establish a reputation as a center of excellence, the diversity of applications, and compatibility with incumbent digital media corporation stakeholders located in Nevada County, and the realistic potential to drive relevant partnerships with industry leaders in neighboring geographies were considered in the analysis.

They considered the legacy of Digital Media innovation within the local video broadcast technology cluster tracing back 50 years which serves as a catalyst for specializing in VR/AR. This technology innovation is augmented by an unparalleled arts and culture scene with profound expertise in all things video. As one example, the Wild and Scenic Film Festival has become the world's leading environmental and adventure film festival. Film makers, editors, producers, and video engineers abound. While a profound statement, in a way these Green Screen assets are symbolic of a "perfect economic development storm" that was waiting for a catalyst in Green Screen to springboard the industry cluster. Four VR/AR startups from across the U.S. and globally have been recruited for the Green Screen Accelerator that will begin on July 18.

In addition to identifying the sector best positioned to diversify the economy, the feasibility report identified the following as the top needs of Digital Media start-ups and emerging growth companies:

1. Flexible, cost-effective space with common areas and shared amenities
2. Access to a broadcast studio and green screen
3. Access to industry-specific advisors
4. Access to CEO and c-level executive industry veterans who have "been there and done that"
5. Access to no and low-cost labor through internships and workforce subsidy programs
6. Access to seed- and early-stage investors, and other sources of risk capital
7. Access to specialized professional service providers willing to work with start-ups
8. Recurring relevant topical/networking events that are easy for them to attend where they can (1) pick up new informative insights for their business; and (2) meet on an ongoing basis new contacts who are part of their value chain (customers, talent, advisors, media, capital, service providers, strategic partners, local/state/federal/foreign government officials)
9. "Warm" business development leads
10. Ongoing pipeline of skilled, technical talent

NCERC has been working with EDA representative Malinda Matson on a follow up grant if funded would be used to implement a variety of additional business assistance programs that would be based out of the Green Screen facility. Several draft narratives have been completed and the application is expected to be submitted in Q3 of 2016 after some key matching fund commitments are finalized.

2.3 Progress in identifying companies to locate at the Digital Media Campus.

Three companies or organizations have already decided to make Green Screen their home: GSS, Traitware, and NCTV. Two other tech companies are undergoing lease reviews with their corporate legal departments to each house employees who are currently telecommuting. These are recognizable companies in the tech world. Another company is currently completing its fundraising efforts and is considering locating in 3,000 square feet at the facility. This encouraging initial response validates the premise that centralized resources and enhanced tech company collaboration are viewed as valuable to company success.

2.4 Planning for programs and services that will be operated out of the Digital Media Campus.

A three-fold combination of programs and services will be operated out of the Digital Media Campus, now referred to Green Screen. The programs and services will be for 3 target stakeholder groups: (1) High-growth potential start-ups; (2) established tech companies, including those with headquarters elsewhere who may choose to locate a division or branch office at the

campus; and (3) the workforce/talent that those companies will need to fulfill their growth and execution plans.

A key program that the NCERC has been driving forward through its Talent Connection Task Force over the past 12 months that will be operated out of the Institute is the “Connected Communities Academy.” The Academy will be a hub offering various digital media technology courses, including a variety of 21st century employability skills. It will also be offering programs in the cutting edge and emerging technology of Virtual Reality – both CGI and Video based. The Academy is unique because it will be powered by a collaboration of workforce development, education and industry – all coming together to meet a skills and knowledge gap identified through the digital media technology workforce assessment completed during the report period.

To propel the success of this project requires creating and funding a “Connected Communities Collaborative” that serves as a body of organizations and individuals who will drive industry led education and training and, ultimately, the outcomes of the Academy. This collaborative will consist of the following:

- ❖ **Community Partners** who will support the functions of the Academy and partner in a variety of ways through cash or in-kind resources. (Including education, government and workforce development agencies.)
- ❖ **Industry Partners** who ensure that the education we provide is in alignment with the needs of industry and keep the Academy informed of various skill and employment trends. They may also provide projects for students to work on, internship opportunities, guest lectures and workshops, work experience and employment opportunities on an ongoing basis. Such opportunities will be provided not only to students of the Academy, but also to the students and clients of our Community Partners.
- ❖ **Mentors** consist of a group of community minded industry professionals who desire to share their skills and knowledge of the industry and career pathways by leading classes and workshops at the Academy. Mentors may or may not belong to the Industry Partners cohort.
- ❖ **Students** are those who will be taking the classes held at the Academy. They will be enrolling in a mentor led program that nurtures a peer community, where there exists an ecosystem of established digital media businesses, startups and co-working labs.
- ❖ **Members** are members of the community or graduates of the Academy who will have access to the co-working lab through membership in the Connected Communities Collaborative. They will have access to the collaborative workshops and ongoing mentorship presented by the Academy’s Advisory Panel as well as the Mentors.

The effort will involve building and strengthening partnerships amongst workforce development organizations such as NCERC, Nevada County Business and Career Network, CalWORKs and Nevada County Works and education providers such as Sierra Joint Consortium for Adult Education (includes 4 adult schools of Placer and Nevada County and Sierra College) and Green Screen Institute and act as a hub to engage and involve Industry Partners represented by businesses in the Digital Media and Technology Industry. Based on expertise gathered from consultants hired to create the Green Screen Institute Strategic plan, there will be a special concentration within the exploding Virtual Reality and Augmented Reality (VR/AR) sectors.

A sampling of some technology businesses in the region that have been involved and expressed interest include Alpha Baller Technologies, Talaris VR Technologies, Purple Pill VR, Telestream, AJA, Grass Valley-A Belden Brand, Virtual Earth VR, Smart Light Systems, Riskalyze, Automatic and Traitware.

The goal of this partnership is to provide industry led education that presents a foundational stepping-stone for workers to possess a wide range of digital technology skills and then advise pathways to students for further skill development via traditional or non-traditional education and career readiness up to and including internship opportunities and jobs. At the same time, we aim to keep our fingers on the pulse of the needs of employers in the Digital Media Technologies Industry to secure information essential to create a steady pipeline of talented, employable workers.

A) Collaborating with and outreach to companies in order to create Industry Partnerships.

B) To create awareness amongst various community partner agencies and businesses and their

counselors or case managers so that they are able to intelligently educate and guide their clients and/or employees (unemployed or under-employed or incumbent worker population as well as high school and college students) on the various industry needs and gaps, career pathways and opportunities as well courses available at the Academy and their relevance.

C) Collaborating and consulting with Sierra College and California State University, Chico and Sacramento to create educational pathways for students who decide to pursue higher education in the field of their choice after completing their course/s at CCA.

D) Setting up employability programs in addition to the technical skills classes, in partnerships with various workforce development or education providers. The goal is to create a digitally literate and savvy workforce that can take advantage of jobs not only locally but also remotely and be able to work for global companies without having to relocate. Data gathered from the digital media workforce assessment concluded that free-lance remote job opportunities involving digital media skills is a substantially growing trend.

E) Creating a web based database of companies along with their technologies and employment needs, listing of career pathways to advise students of all educational institutes, related courses offered at the Academy and in other local educational institutions, and finally a section where job seekers could post their bios and portfolios in order to be found by not just local but global companies looking for talent.

It will include creation of a website that lists all CCC Members and Partners and career pathways, courses available in the area and a digital media marketplace whereby talent can list their portfolios and bios and make themselves available for hire and businesses can list their specialties, employment needs and provide links to job openings and finally ongoing announcement of news and events.

It will also include creation of a revenue stream through classes and workshops and ongoing partnership with Nevada Union Adult School and CalWORKS, in order to sustain the Academy as well as the Collaborative.

Our goal is to bring employers and talent together in the same facility and create a digital media technology ecosystem by incorporating the training academy into the overall facility work-plan.

The Academy plan emerged from a few trends that clearly stood out as a result of the Digital Media Workforce Needs Assessment completed in early 2016.

- 400 new positions were to be listed amongst the 50 companies surveyed in 2016 and the number of open positions will rise to 833 in just these companies within the next 5 years.
- In most well established and larger organizations, almost 50% of their senior technology staff are within 5-10 years of retirement and see an urgent need to have a talent pipeline to refill these positions.
- This region has a majority of small sized organizations. 60% of those surveyed, accounted for SMEs (Small-Medium Enterprises) with less than 25 employees, where each individual wears multiple hats and utilizes multiple technologies or applications to do their job successfully.
- Nearly 8 in 10 middle-skill jobs require digital skills and offer 18% higher wages than other middle skilled jobs.
- A growing number of companies (startups as well as established) are keeping their employee base small and using freelance tech staff based on their project needs. It is also not uncommon to have staff that are either all contractors or are remotely based (in a few cases all over the globe).
- The top two greatly in-demand and hard to fill positions are those related to software development and network management. Most companies find it hard to find mobile app developers in particular. The hottest trending technologies involve mobile technologies, video gaming, social networking, cyber security and internet of things (IoT).
- The millennial generation is influencing businesses and reshaping technology, communication and innovation, including showing a greater trend towards working as freelancers (38%).
- Many companies in the region find it hard to recruit talent away from the Bay Area, and they indicate a high need of developing a local tech talent pipeline.
- There are not many schools or training programs (outside of formalized credentialed 4 year degree colleges and community colleges in the region) that offer “boot-camp” style training in the entire region and there is certainly not one that provide “full-stack” development training. Single

session programming workshops are offered in Hacker's Lab – Rocklin, however, there is none in Nevada County. While there is also need for digital arts and content creators, fortunately we do have many program offerings locally at Sierra College.

Virtual Reality

- VR/AR market is expected to grow from .5 billion to an 80 billion dollar industry by 2020.
- Of all the digital media sectors, Virtual Reality is one in which maximum innovation is currently happening and applications are being developed for markets that range from entertainment, gaming, health care, real estate and communications, etc.
- While various large and small enterprises are investing in new and innovative hardware and software for the Virtual Reality industry, there is a lag of content and content creators, and much talent needs to be created and focused on content creation for virtually every imaginable industry. <http://techcrunch.com/2016/04/03/virtual-reality-is-about-to-go-mainstream-but-a-lack-of-content-threatens-to-hold-it-back>

Using the data from our workforce needs assessment as well as national trends provided to NCERC by experts, there is an urgent need to provide a talent pipeline in the following areas where large gaps/demand were indicated: Software Development, Mobile App Development, Web Development, Systems Networking, Project Management, Data Analytics, Digital Marketing and Digital Preparedness for Small Businesses.

The training will be presented via a platform that enables participants a realistic path to develop common digital technology skills, which will also strengthen their employability in multiple operating environments. Importantly, these skills will be able to be taught to those without an extensive background in computer science. We plan to model it loosely after Bitwise Industries and their Geekwise Academy in Fresno. Jake Soberal, the Founding Partner, has willingly shared substantial operational and management information that is helpful for launching the Connected Communities Academy. Geekwise Academy has partnered with Fresno Social Services to bring software development training to their clients.

We have been actively seeking Industry-expert Mentors to provide training in the following areas:

- a. Mobile Application Development
- b. Additional Networking and Cyber Security Certifications - both CompTIA and CISCO
- c. Full Stack Coding Skills
- d. Digital Skills for Business Professionals. Examples:
 1. Online Marketing Skills Social Media Strategies
 2. Word Press for beginners
 3. Jetpack skills and strategies for Word Press users
 4. Project Collaboration using SharePoint and Google Apps
 5. Create your own marketing materials using Adobe suite
- e. 3D Modeling and Animation / Character Design
- f. Game Development

And many more...

NCERC will be creating an enrollment and student referral processes and with partner agencies who wish to participate such as CalWORKS, NU Adult School, Placer School for Adults, Sierra College, etc.

- a. Engage with Nevada Union Adult School in joint promotions
- b. Work with Nevada County Works creating awareness in all CalWORKS clients through their intake and counseling sessions and Academy staff will assist in training the counselors on course descriptions, career pathways and FAQs

NCERC also will be creating a career advisement program internally or in alliance with workforce development agencies in order to engage with employers who would offer seminars, work experience, and employment pipeline for outgoing students

We have sourced and engaged the following industry-expert mentors to provide training and add as partners to our Collaborative with classes anticipated to start in August or September.

- c. IT Tech Training with CompTIA A+ Certification led by Steve Hurley, a Real Estate and

- Technology Professional who has been teaching for Sierra College and Placer School for Adults for the past few years
- Includes Intro to Cloud Networking presented by Ryan Trautvein from GitHub
 - d. Web Development (HTML, CSS3, JavaScript) – Led by Dan Walmsley, Code Wrangler at Automatic
 - e. Coding Fundamentals with Python – Led by Brian Gunnison of Black Magic Design
 - f. Programming Foundations using C and C# - Led by Al McBride, CEO of Smart Light Systems
 - g. Virtual Reality Boot Camp (CGI Based) – Led by three mentors, Sebastian Romanet VR Integration Specialist at Talaris VR Technologies and instructor at Hackers Lab, Rocklin, Brian Gunnison, Software Engineer at Black Magic Design and Charles De Yoe, Independent Game Developer and instructor at Hackers Lab, Rocklin. The students of this program will showcase their final product/content at SacVR MeetUp organized by Matt Carrell, CEO of Talaris VR Technologies.
 - h. Video Production Boot Camp for Virtual Reality – John Gotcher, CEO of Virtual Earth VR. The students of this program will showcase their film at the Wild and Scenic Film Festival.
 - i. UX (User Experience design) – led by Shawna Hein, founder of Shawna Hein Designs
 - j. LAMP Stack Coding – Led by Ryan Trautvein, Enterprise Support Engineer at GitHub and John McDaniel, Software Engineer at Riskalyze
 - k. Microsoft Office Basic to Advanced – Led by Kris Breitstein, Productivity and Business Process Specialist and Microsoft Certified Trainer

2.5 Coordination with key government, private, education and nonprofit stakeholders who can and value to, or benefit from, the Digital Media Campus.

The ERC stressed ongoing communication with key government, private, education and nonprofit stakeholders relative to the Digital Media Campus throughout the year. Importantly, the ERC (staff and executive committee) participated in over 300 coordination meetings, committees, task forces or presentations during the contract period. Updates and coordination relative to the campus effort for provided at the ongoing meetings of ERC Task Forces such as the Talent Connection, Marketing, and others. A sampling of individual or entities who were met with include: County of Nevada Planning; Upwelling Capital; Gold Miners Inn; eDawn; County of Nevada Building; City of Nevada City Management; Town of Truckee Economic Development; City of Grass Valley Management; Kevin Atkin/Investor/Consultant; multiple local start-ups; multiple local tech companies like Telestream, GSS, Belden and AJA; Chico State University; Sierra College; multiple developers/builders/realtors; multiple print, broadcast and online media entities; nonprofits like Curious Forge and Sierra Commons; education institutions like Bitney College Prep High School, multiple local elected officials; Governor’s Office of Business and Economic Development (Go-Biz), Adult Ed, NCTV, SedCorp, San Francisco Chronicle, Nevada County Arts Council, The Center for the Arts, CalWORKS, Regional Chamber, Sierra Business Council, Nevada County YMCA, Sac VR Meet-Up Group, NACO, AWFD, and many local “members of the public!” interested in learning more about the Digital Media Campus effort.

Other coordination- and collaboration-related items include things like:

- Hosting a luncheon with the Tourism Advisory Board to get them up to speed on the future direction of the ERC’s integrated Marketing Campaign;
- Participation on the County of Nevada’s Community Development Director interview panel;
- Appointment of the ERC Executive Director by the County Board of Supervisors to serve on the SedCorp Board of Directors;
- Ongoing Advisory Services to the County about enhancing the role of the SPO as an Economic Development District, and the opportunity for Nevada County to play a more prominent role going forward;
- Presentation at the Nevada County Community Leadership Institute on its Economic Development Day.

3. List activities and outcomes to assist businesses with talent-related needs in the following areas:

3.1 Collaboration with industry, workforce development and education partners to improve the labor pool.

To strengthen the local technology talent pipeline, the ERC established a Talent Connection Task Force that is currently co-chaired by Telestream HR Director Jaime Lefebvre and Executive Dean of Sierra College's Nevada County campus Stephanie Ortiz – with task force members also including leaders from California State University, Chico, Nevada Union High School District, the One Stop Business and Career Center, an individual with successful experience in implementing Continuing Education programs, and representatives from other well-established Digital Media Companies (AJA Video) and Digital Media start-ups (JobVille and Practical Academics). The Task Force is squarely focused on establishing programs – including a pilot program as part of the grant proposal – that creates the essential talent pipeline for the Digital Media industry cluster in Nevada County and throughout the region.

The Talent Connection Task Force was extremely active. It includes a coalition of education and workforce investment partners (Sierra College, California State University, Chico, Nevada Union High School District, Nevada County Business and Career Center) and private industry (represented with Telestream, AJA Video, Autometrix, Jobville and Grass Valley-A Belden Brand, to name a few). This task force is aimed at developing work force and career pathways to support technology-based businesses and other major employers who require technology-based skills within their workforce. The Talent Connection initiative emphasizes recruiting, developing, and retaining a sustainable talent pipeline to support private sector companies that use technology in their business such as broadcast, video, healthcare, agriculture, and the Arts.

The Talent Connection Task Force has created a Charter Statement, key milestones and subcommittees associated with advancing each of the key milestones. Multiple activities are ongoing each month.

Following is the Talent Connection Task Force Charter Statement. “Building a competitive, expanding & sustainable tech talent pipeline” to facilitate the same, there have been established the following Subcommittees:

- Workforce Needs Assessment
- College and Industry Recruiting/Activities
- Technology skill/pipeline development for the K-12 and Post-Secondary Population
- Curriculum development for the Sierra Digital Media Campus
- High Art meets Hi-Tech in the High Country

A key project completed was a talent and skills need assessment amongst the digital technology based companies in the region. Overall 50 companies participated, with half from Nevada County and half from the balance of the Sacramento region. The end goal is to use this data to build out work-ready training programs that support these businesses from high school through graduate school, while simultaneously creating a workforce in a high wage and high growth industry, armed with 21st century skills needed all the way from middle skilled jobs to highly skilled jobs in today's digital economy. A key outcome of this effort was the recommendation to create a pilot tech-training academy (described in another section of this report) that provides career-based solutions, particularly in the areas of Virtual Reality, Software Development, Mobile App Development, Network Management and Business Digital Technologies. . Importantly, these skills will also be able to be taught to those without an extensive background in computer science. Throughout the year NCERC worked on developing the plan to launch a unique collaborative training academy in potential partnership with the County's Information Systems Department, CalWORKs Program, Nevada Union Adult Ed, Sierra College, and Sacramento Virtual Reality Meet Up Group. As a result of this extensive planning effort and collaboration, NCERC successfully secured the resources necessary to launch the Academy as one of the first programs to be operated out of the Green Screen Institute.

The Talent Connection Task Force has been involved, or helped seed with ideas and energy, several other important items critical to building a talent pipeline in Nevada County, include the Cyber Security boot camp being offered at Sierra College, support being provided to industry outreach efforts as part of recruitment at multiple University Career Fairs, and raising awareness of the important need for temporary housing for interns spending summers working, learning and gaining critical experience at local technology companies.

3.2 Marketing of workforce programs.

As noted in the prior section, the ERC initiated a very proactive outreach campaign to local technology companies. Part of that effort is informing them of the various public, private and nonprofit workforce related programs and services that are available. A sampling of the companies that have been met (in some occasions via phone interview) with include Clear Capital, Datamax Software, Ensemble Designs, General Dynamics, Grass Valley-a Belden Brand, Gyro-Stabilized Systems, P.A.C.E and Telestream, Applied Science, Inc., GSS, and Traitware among others.

Another key marketing-related project of the Talent Connection Task Force was the research and development of an innovative education inventory created by the Milestone 4 committee and involved input from multiple education partner organizations. It will be available on NCERC's new website.

Finally, NCERC's Talent Connection Task Force actively assisted in promoting the need for temporary housing for summer interns. A Task Force member provided accommodations to one of the interns and others were assisted through an email campaign to all of the NCERC database through Constant Contact.

3.3 Status of outreach visits to career days at universities and community colleges and of hosting a "Job Day" in Nevada County for students from Northern California universities.

As part of one of the Talent Connection Task Force milestones, during the reporting period the NCERC created an Exhibit Display that is used by local technology companies as part of participating in various career days at universities like Chico State, Sacramento State and the University of Reno. The display was completed January 2016 and unveiled at the ERC Board Meeting in early 2016.. The Exhibit Display can be used for multiple purposes, including at various industry trade shows and conferences, at local/regional events, and also potentially in the lobby at the ultimate Digital Media Campus location.

With the emergence of the "Connected Community Academy" and the successful securing of the Digital Media Campus (now Green Screen Institute) site, the hosting of "Job Day" was postponed and a series of such events will be built into the Academy's calendars.

3.4, 3.5 Update on integration of technology and talent into the ERC's marketing campaign.

Both technology and talent represent core components of the marketing campaign and are part of the T.O.T.A.L

4. List activities and outcomes to assist businesses seeking to move to the area using the following metrics:

4.2, 4.3 Resources or custom-tailored data provided to companies seeking to locate in Nevada County.

NCERC's Royal Welcome Task Force worked on a variety of projects to attract companies and talent to Nevada County, leveraging the efforts of the Marketing Task Force. Among the priorities were (1) completing research to identify 100 of the top digital media technology companies located in the San Francisco Bay Area with an objective is to land some small outposts of these companies in Nevada County; (2) completing research on 50 investor-backed digital media companies in the San Francisco Bay Area who were funded either with seed or angel capital since 2014. Given the cost-pressures associated with scaling start-up technology companies, some of these start-ups could serve as ideal candidates for moving to Nevada

County, (3) developing a “catalog” of data, testimonials, articles and videos that can be custom-tailored for a presentation to a specific company, entrepreneur or industry professional that demonstrates the advantages of their location to Nevada County; (4) putting in place a “Red Carpet” team that is then used to ensure a memorable experience for those companies, entrepreneurs or industry professionals when we have our opportunity to show them what makes Nevada County special; and (5) putting together a team of real estate, development and county officials to further explore any/all methods to demonstrate as positive an environment as possible for the business, entrepreneurs and industry professionals that are being recruited.

The data covers a wide array of things like:

- Housing
- Commercial Space
- Workforce
- Commuter Times
- Accolades
- Outdoor Recreation
- Arts
- Downtowns
- Community Organizations
- Business Services
- Essential Family Considerations
- Relative Proximity
- Testimonials

4.5 Integration of business attraction initiative efforts with the ERC’s marketing campaign, including participation in industry trade shows.

Outreach efforts are leveraging themes and messages created through the integrated marketing plan that was developed in the Fall of 2016. Target audiences include Digital Media and VR/AR start-ups, SMEs and foreign-based companies; angel investors, angel investor groups, early-stage venture capital firms and corporate investors; industry experts to serve as advisors, mentors and C-Level executives in GSI resident (or non-resident) companies; specialized professional services providers such as IP, licensing and securities attorneys, CPA firms, valuation consultants, marketing and public relations firms, technology development companies, and executive recruiters; governmental entities that are relevant to the GSI mission such as federal labs and federal agencies with SBIR funding; engineers, content creators and other technical talent; and national and global media and trade publications. Tactics implemented include:

- Web and strategically focused social media marketing campaigns
- Public relations outreach to targeted media that focus on digital media, VR/AR, entrepreneurship, innovation and seed-stage investment
- Participate/exhibit at targeted Digital Media, VR/AR trade shows, and foreign investment/international trade conferences most aligned with GSI objectives. Examples of these include CES, NAB, SelectUSA Investment Summit, and South by Southwest Interactive. NCERC will participate in one or more of these in FY 2016-2017.
- Initial business attraction outreach was focused on the launch of the Green Screen Institute in Spring of 2016.

Major coverage was achieved from the following:

- Upload VR: Green Screen Institute Opens – Picturesque VR Accelerator Away from Silicon Valley
- VR World
- VR Journal
- Virtual Reality Reports
- So Cal Tech
- Sacramento Bee
- Start Up Sac
- Sacramento Business Journal

- NACO

Outcomes included 60 serious inquiries and 30 formal applications from startup companies for consideration in the Green Screen Accelerator. Applications came from all over California, the U.S. and globally including places like:

- San Francisco
- Silicon Valley
- Los Angeles
- Hollywood
- San Diego
- New York
- Cleveland
- Philadelphia
- Ireland
- Poland
- Tel Aviv, Israel

1. List activities and outcomes in the listed elements of an integrated marketing campaign that encompasses tourism, the arts, talent and technology companies using such metrics as:

The integrated marketing campaign spearheaded by NCERC’s Marketing Task Force was implemented during the report period. Our recently completed marketing plan identified several distinct target audiences where Nevada County could provide a great work-play life balance fit, including: (1) the “young” old; (2) the “aging” millennials; (3) investor-backed digital media startups; (4) sole proprietor or family-owned small-to-medium-sized digital media enterprises (SMEs); (5) outposts of major digital media technology companies; and (6) talented individuals and families who seek free-lance or new employment opportunities in a more serene Sierra Foothills setting. We refer to it as an “integrated” campaign because these target audiences collectively represent potential visitors/tourists, permanent residents/homeowners, employees or business owners. In addition to the well-known major cost advantages here versus in the San Francisco Bay Area, a Facebook poll NCERC commissioned in the Fall of 2015 concluded that the top reason many folks wanted to move to this area was to get “out of the hustle and bustle of the urban core” and into the beautiful rural, Sierra Foothills setting here in Nevada County. We are reaching our target audiences through multiple means, which include:

- The new www.gonevadacounty.com and www.ncerc.com web sites which are integrated with social media and mobile friendly.
- A proactive, direct outreach effort to specific digital media companies we identified through research and has been completed by our Royal Welcome task force.
- Leveraging the compelling media angles associated with the Green Screen Institute Accelerator and Advisory Board.
- Participating in multiple industry trade shows (in some cases in collaboration with local technology companies’ participation).
- Beginning in the Spring, the NCERC helped “spearhead” along with multiple chambers of commerce (Nevada City, Truckee Donner, Penn Valley, South Nevada County and the Regional Chamber Alliance) and the Bear River Land Trust in a joint marketing effort involving a Nevada County insert in the San Francisco Chronicle in September. On the Sunday the insert (typically 8-28 pages depending on the number of advertisers, the Chronicle secures in its outreach efforts associated with the insert) is published, it is posted on SFGate.com, which receives around 30 million unique users every month. The electronic version of insert remains on SFGate.com along with the other inserts. A Town Hall meeting was jointly organized by NCERC on June 20 in which a representative from the SF Chronicle highlighted the value of such a marketing effort.
- In addition, NCERC is a partner in the annual Nevada County Calendar of Events brochure (45,000 are published) that this year is specifically promoting the T.O.T.A.L. (tourism, outdoors,

technology, arts, lifestyle) brand that was created as part of the NCERC's 2016 annual economic summit.

A lot is happening on this front to enhance Nevada County's visibility to multiple target audiences in multiple geographies via multiple means.

The key metrics for the year were associated with the media coverage described in another section of the report from VR World, Upload VR, VR Journal, Virtual Reality Reports, NACO, So Cal Tech, Sacramento Bee, Startup Sac, and Sacramento Business Journal.

5.1, 5.2 Activities that incorporate the ERC web site, www.GoNevadaCounty.com and various social media tools to market Nevada County.

The NCERC's Marketing Task Force played a significant role in helping to plan the design and development of the 2 new websites. (www.gonevadacounty.com and www.ncerc.org)

During the first half of the year, the prior website was updated by the NCERC's prior contractor. After a procurement process associated with the new gonevadacounty.com website, the Union was hired as a contractor and is doing frequent content updates to the site.

The new site was completed right at the end of the reporting period. Both new websites will be incorporated into the integrated marketing campaign activities for FY 2016-2017.

5.1, 5.5, 5.6 Advertising and promotional activities that integrate tourism, the arts, talent and tech to market Nevada County.

The primary advertising and promotional activities during the reporting period included:

- NCERC Annual Economic Summit April 7 which attracted nearly 400 attendees.
- A series of media placements including the Sacramento Bee, Sacramento Business Journal, SoCal Tech and NACO.
- Helping drive the effort for a joint advertising campaign that will result in a significant tourism-related insert in the San Francisco Chronicle in September.
- Participation in the tourism related brochure that emphasizes the T.O.T.A.L brand described earlier.

5.2 List trade shows and conferences where ERC participated as an attendee, exhibitor, or sponsor, and the value/benefit of such participation.

Before participating in tradeshow, NCERC focused on completing foundational elements it could leverage for such purposes, including:

- Completion of an in-depth industry analysis to identify a sector for outreach
- Completion of a the new websites
- Completion of the integrated marketing plan
- Completion of the T.O.T.A.L. brand emphasizing Nevada County's tourism; talent, outdoor/recreation, technology, arts and lifestyle attributes.
- Completion of the Nevada County Exhibit featuring the T.O.T.A.L. theme
- Completion of the Green Screen Institute brand emphasizing Virtual Reality and Augmented Reality based in Nevada County's legacy of video broadcast technology leadership, and artistic and film-making
- Research to identify the highest impact potential trade shows to attend in FY 2016-2017

5.3, 7.4 Promotional/marketing activities to promote ERC services such as through events, print, broadcast, and online media.

The NCERC proactively was engaged in promotional/marketing activities about its services throughout the year, including:

- Frequent radio shows and interviews
- Frequent local and regional media coverage in all local media outlets
- Regular (almost weekly) email messages to the full NCERC database through Constant Contact
- Numerous presentations to civic businesses and governmental entities
- Special print inserts about the NCERC Annual Economic Summit

a. Examples of increases/expanded participation and collaboration by stakeholders in the arts, tourism, technology, education, agriculture, and other key sectors of the local economy.

Partnering is a big deal for the NCERC. As a small nonprofit organization with limited resources, NCERC is always seeking opportunities to partner on projects, initiatives, and events with other organizations when there is a clear win-win outcome, and realistic ability to execute on the partnership given limited budget and human resources. Some great examples of this approach involve the San Francisco Chronicle insert project initiated by the Regional Chambers of Commerce, the display and presentation materials being used to promote Nevada County at various university career fairs across Northern California and Northern Nevada, initiated by our Talent Connection Task Force Business Members and the Digital Technologies Training program that is currently being developed with the help of various education, social, workforce and industry partners. In addition, NCERC provided a letter of support for the Food Hub project. Also the Green Screen Institute Advisory Board includes key leaders from the Arts community including Melinda Booth from the Wild and Scenic Film Festival, Jesse Locks from Nevada City Film Festival, and Julie Baker from The Center for the Arts. Melinda participated in a special Advisory Board panel as part of the VIP dinner associated with the NCERC Annual Economic Summit.

Finally, the NCERC's April 7, 2016 Regional Economic Development Summit emphasized the lifestyle attributes of Nevada County that serve as true differentiators for this area from an economic development perspective and established the T.O.T.A.L. package brand as a means to illustrate all of these unique attributes about the area.

5.4 Recommendations to assist/support increased tourism in Nevada County.

The key recommendation is for Nevada County to become a Global Center of Excellence in Digital Media, with a special emphasis on the exploding Virtual Reality and Augmented Reality sectors. This, coupled with an emphasis on the T.O.T.A.L Package brand that emphasizes Nevada County tourism-related attributes should serve as attractive and compelling themes to increase visits of those in the various target audiences noted earlier in the report.

6. Maintenance of the County's Tourism Website, GoNevadaCounty.com, to ensure the site's continued growth, success, and integrity.

6.3.2 Provide biannual website traffic reports, including web usage, referrals and page hit analysis to the County via Google analytics, existing host admin tools or other methods acceptable Report on Growth in GoNevadaCounty.com website traffic, visitation, and social media engagement.

As noted previously, a new GoNevadaCounty.com website was created. There was a lull in the transition period while this was occurring. The site is now "live" and actively maintained with frequent content updates. As a result, it's premature at this point to track the sites usage, referrals and page traffic. This is intended to be in a high point of emphasis in the coming fiscal year. We are currently working with a contractor to secure early data relative to the new site.

7. Sustainability measures

7.1 List new memberships, sponsorships (value in dollars).

Some of the key new members and sponsors of the ERC during the year include Myers Investment Group of Baird, PGE, Telestream, AJA, Gyro-Stabilized Systems, Network Commercial Real Estate, InConcert Sierra, Industry Grants and Rincon Del Rio.

7.2 List grants obtained or applied for.

The EDA Science Research Grant was approved in May 2015 and the project was undertaken through most of FY 2015-2016 and was completed May 31, 2016.

A second EDA grant for implementing various programs is awaiting final confirmation of matching funds and will be submitted in July or August of 2016. A contract was secured with NoRTEC in the Fall of 2015. More recently, in June 2016 the NCERC responded to a new

request for proposals issued by NoRTEC.
<p>7.3 Describe ERC Foundation/fundraising activities. The ERC Foundation served as the recipient of EDA planning grant.</p> <p>7.4 List any other sustainability measures not covered above. Other sustainability measures include the launch of the new Tech Training Academy which will provide opportunities to generate revenue through tuition associated with the various classes. In addition, by virtue of its rent-free location at Green Screen Institute NCERC is able to save on some of its traditional operating expenses.</p>

CalWORKS activities:
Itemize referrals provided to CalWORKS of local business with staffing needs that may be met through placement of Subsidized Employment Program participants. If placements result from these referrals, note placements and feedback provided to CalWORKS so that they can continue to improve skill development and job placement to best meet the needs of participants and local businesses.
<p>Attach quarterly data provided to CalWORKS to help inform workforce development efforts, including local labor market trends, needed skills and opportunities. Please see the attached quarterly reports.</p>
<p>Report on biannual meetings with CalWORKS staff to coordinate workforce development efforts by tailoring strategies to the specific business needs in Nevada County. Shavati Karki-Pearl has been in constant touch with Mali Dyck the program manager, as well as with Karen Heggarty. She also attended and presented at the CalWORKS Partners meeting on Dec 4th, 2015. Shavati connected Karen Heggarty with Anita Bagwell from Western Sierra Youthbuild, and she met with Tim Giuliani and Tammy Veralrud to identify training requirement for the Nevada County Works clients.</p>

FOR ANNUAL REPORT: Please provide an expenditure report that includes a breakdown of expenditures of contract funds by category.