

Northern California Regional Competitiveness Network

Implementation Plan

(Revised 10/26/07)



Creating a Public/Private Partnership that will foster and develop entrepreneurial talent and business development while supporting the entrepreneurial spirit and opportunities in the Northern California WIRED Region.

NoRTEC, NCCC, HUMBOLDT, GCN, NECSBDC

**Northern California Regional Competitiveness Network
Implementation Plan
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Executive Summary

Background

The **Northern California Regional Competitiveness Network** covers sixteen rural counties in Northern California: Butte, Colusa, Del Norte, Glenn, Humboldt, Lake, Lassen, Modoc, Plumas, Shasta, Sierra, Siskiyou, Sutter, Tehama, Trinity and Yuba. This sixteen-county area covers about 39,388 square miles, or a little over 25% of California's geographic area (155,959 square miles). On the other hand, the total population for the region is 1,027,895, just 2.8% of California's total population of 37,152,015.

Population density in NoRTEC ranges from 3 people per square mile in Modoc County, to 20 per square mile in Tehama County, to 128 per square mile in Butte County. (Compare to Alameda County at 2,032 people per square mile, Los Angeles County at 2,468 per square mile, and San Francisco County at 169,743 per square mile.)

Unemployment rates in the sixteen county areas are higher than the average for California, and per capita income is substantially lower.

Annual Unemployment Rates (2006) and Per Capita Income (2004)

<i>County</i>	<i>Unemployment</i>	<i>Per Capita Income</i>
Butte County	6.2%	\$25,357
Colusa County	12.6%	\$27,701
Del Norte County	6.9%	\$20,534
Glenn County	8.0%	\$23,012
Humboldt County	5.6%	\$26,224
Lake County	7.1%	\$26,687
Lassen County	8.0%	\$20,437
Modoc County	7.7%	\$25,085
Plumas County	7.6%	\$29,960
Shasta County	6.6%	\$27,416
Sierra County	7.4%	\$23,773
Siskiyou County	8.0%	\$25,521
Sutter County	8.9%	\$27,110
Tehama County	6.5%	\$21,802
Trinity County	9.8%	\$22,653
Yuba County	8.8%	\$22,814
CALIFORNIA	4.9%	\$35,219

The educational attainment rates in many of the counties in our region are not very encouraging. Del Norte has about 29%, Colusa 38%, Lake 24%, and Lassen 23% of their county population with less than a high school diploma. The annual dropout rate is calculated using dropout and enrollment counts from the same year. The number of dropouts in grades 9-12 is divided by the total enrollment in those grades.

2005-06			
	Enrollment	Dropout	One-Year Dropout Rate
Butte	33,192	517	4.6
Colusa	4,504	12	0.6
Del Norte	5,042	156	8.1
Glenn	5,945	36	1.9

Humboldt	19,244	166	2.5
Lake	10,224	75	2.2
Lassen	5,690	84	4.1
Modoc	2,146	18	2.2
Plumas	2,905	12	1.1
Shasta	29,357	203	2
Siskiyou	6,480	178	7.1
Sierra	558	6	2.5
Sutter	17,771	160	3
Tehama	11,149	47	1.4
Trinity	2,007	2	0.3
Yuba	15,350	197	4.5

The region’s labor market is unique when compared to the rest of the state. Ninety to ninety-five percent of the private businesses in the area have five or less employees. Depending on the county, from 30% to over 50% of total employment is with government agencies.

The traditional industries, predominantly timber, followed by agriculture, cattle, and fishing, have significantly declined. Though there are a number of nascent clusters in formative stages, the traditional industries have not yet been replaced by thriving new industries.

Project Summary

In order to address the challenges of the area and create higher level, sustainable employment opportunities, the Northern California Regional Competitiveness Network has identified four targets of opportunity (industry clusters); Information Technology, Agribusiness/Agritech, Advanced Manufacturing and Small Business/Entrepreneurs. These four “clusters” appear the most promising for business growth and development, leading to the ultimate goal of enhanced employment opportunities.

This WIRED project will utilize a three-pronged approach; Public/Private Partnerships, Infrastructure Strengthening, and Talent Development.” The Partnership will provide direct support to entrepreneurs and small businesses by developing and delivering a Business Services program (Core Services program), more general support, encouragement, and development of entrepreneurs through Regional Support Programs, and the financing of innovative “fast growth” entrepreneurs through the development of an Angel Investment Network. Infrastructure addresses the area’s strengths and weaknesses for transportation, communication, etc., as well as the “soft” infrastructure needs/projects (includes industry analysis, market development and advisory services). The Talent Development component is designed to meet the needs of Entrepreneurs, the Workforce, and the Professional Service Delivery staff by providing on-time, on-demand training, education, and information.

Targets of Opportunities (Industry Clusters)

The Northern California Regional Competitiveness Network has identified four “targets of opportunity” (industry clusters) to build the WIRED project around. The overall goal is to transform the region into a coordinated public/private support team for business and employment opportunity growth and sustainability, with a priority for these identified industry clusters

1. Information Technology - The IT industry includes such products and services as software, telecommunications, wireless, Internet, hardware, peripherals, computer and data services. The Information sector comprises establishments engaged in producing and distributing information and cultural products, providing the means to transmit or distribute these products as well as data or

communications, and processing data. The main components of this industry are the publishing industries, including software publishing, the broadcasting and telecommunications industries, and the information services and data processing industries.

2. **Agribusiness/Agritech** - Agribusiness refers to the activities and disciplines encompassed in modern food production, processing, and distribution. This includes food, forest and fiber production, their byproduct utilization, agricultural chemicals and pharmaceuticals, agricultural finance and trade, agribusiness/farm management, agro-environmental considerations, and land development. Establishments in this industry include farms, ranches, dairies, greenhouses, nurseries, orchards, and hatcheries. Also includes companies that provide support activities to this industry. The Agritech industry includes establishments that develop innovative products and perform services that improve food safety, environmental stewardship, economic performance and the long-term sustainability of agricultural.
3. **Advanced Manufacturing** - The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Advanced Manufacturing applies process improvements, increased quality controls, advanced robotics, "intelligent" production systems, or other cutting edge concepts in electronics, computers, software or automation to improve production.
4. **Small Business/Entrepreneurs** – Five employees or less with sustainable income considering growth potential of the industry and career ladder potential within the job. LMID is currently working on statistics around this cluster and have identified small employers and self-employed individuals in Agriculture and Technology based businesses; further development of this cluster will take place over the year in defining growth industries and how they apply to the region.

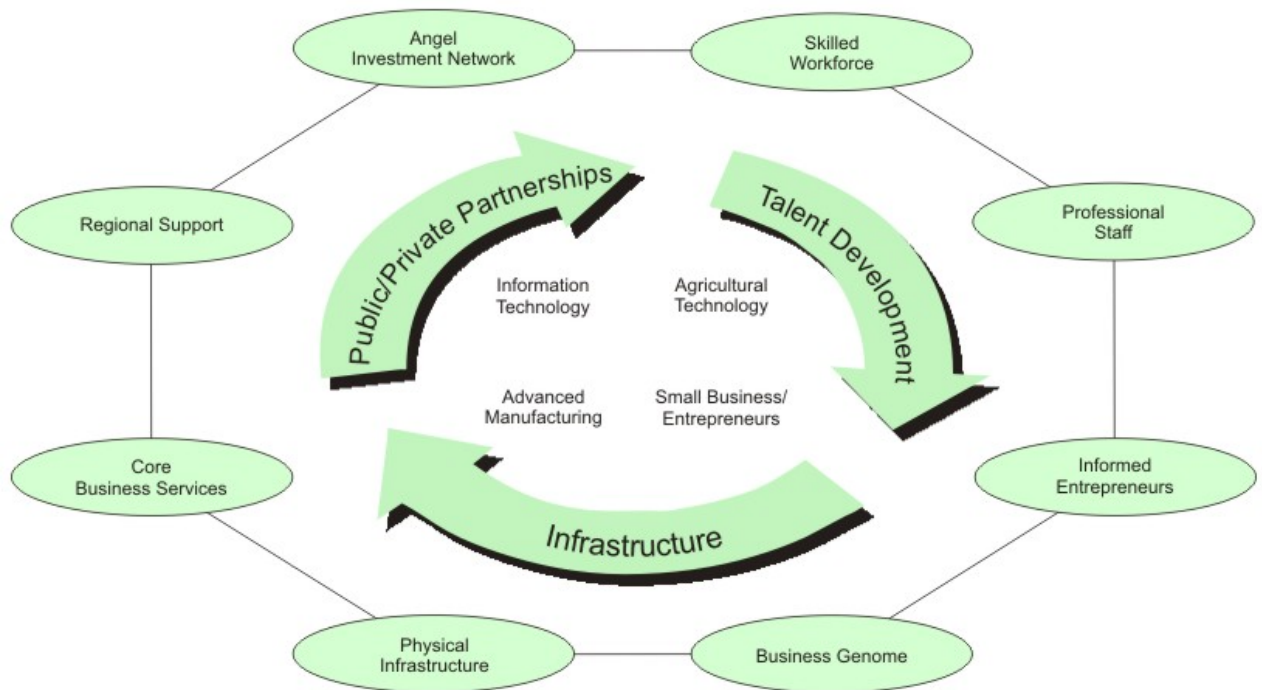
Primary WIRED Project Strategies

The Northern California Regional Competitiveness Network will implement three primary strategies to support and assist entrepreneurs and job seekers within the targeted industry cluster framework:

1. **Public/Private Partnership** – a coordinated effort between the public and private sector to help develop and implement a Core Services program, a Regional Support program, and an Angel Investment Network.
2. **Infrastructure** – to identify and address local and regional physical and soft infrastructure needs that affect the regional economy and specifically those that impact entrepreneurship, and the targeted industry clusters.
3. **Talent Development** – to meet the needs of Entrepreneurs, the targeted industry clusters, the Workforce, and the Professional staff developing and delivering services, through the delivery of timely information, training and education.

Northern California Competitiveness Network

Creating a Public/Private Partnership that will foster and develop entrepreneur talent and business development while supporting the entrepreneurial spirit and opportunities in the Northern California WIRED Region.



Strategies - Projects

1. **Public/Private Partnership** - a coordinated effort between the public and private sector to help develop and implement a Core Services Program, a Regional Support program, and an Angel Investment Network.

Goal 1.1 - Design and implement a Core Program of services to provide direct business service assistance to identified entrepreneurs and the targeted industry clusters.

The Core program will be a direct service delivery response to the primary business service needs of identified entrepreneurs engaged in business start up, expansion and retention, particularly within the targeted industry clusters. The service needs include linking and providing information on financing, location, State and Federal ID numbers, personnel (which runs the gamut from recruitment to training to policies to numerous compliance concerns), assistance with business and marketing plans.

Projects:

1.1.a	Analyze Core services by full range (ideal) and service delivery entities (public and private).
1.1.b	Identify staff development/training needs.
1.1.c	Develop and implement an in-service and partner training plan.
1.1.d	Develop a referral plan and related policies that includes both public and private entities.
1.1.e	Develop and implement a full range, partner coordinated Core Service

	program.
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Goal 1.2 - Design and implement a number of Regional Support programs to foster entrepreneurial growth

The Regional Support programs will be a more general response to the need to raise awareness, provide information, and foster an entrepreneurial business climate.

Projects:

1.2.a	High School Business Plan competitions 9-12 business, entrepreneur and STEM training programs*
1.2.b	An innovation based entrepreneurial resource centers (incubators) coordinated with CSU, Chico, Private Sector Investors and Community Based Organizations. The WIRED program will actively participate in local resource centers (incubators) to provide technical assistance to small and new business.
1.2.c	An internship program for linking graduating students with local businesses.

*The Northern California WIRED project will partner with several DOL grantees for the development of a viable, possibly State wide STEM approach throughout the grant and with Technical Assistance.

Goal 1.3 - Organize an Angel Investment Network dedicated to funding promising local businesses

One of the overriding goals of this WIRED project is to assist in the identification, creation, and development of high growth, home grown innovation based businesses. Key to the success of this endeavor is to establish a private sector network of locally based investor groups to provide capital for locally based entrepreneurs to expand local innovation based businesses to a larger market.

Projects:

1.3.a	Angel Investment Network
1.3.b	Venture Communities (Please refer to “Venture Communities in the addendum)
1.3.c	Develop innovative strategies for linking economic development and business retention and recruitment activities – particularly as it relates to workforce needs analysis and growth occupations. Provide information to entrepreneurs about WIA programs, and promotion of the use of first source hiring agreements. Additionally Golden Capital Network will create opportunities of linking entrepreneurs to individual Spoke and Hub funds (which is funded through leveraged resources).
1.3.d	Golden Capital Network will be creating the Hub funding through leveraged resources (EDA, and private sector) for the purpose of local investment into new and emerging businesses to reduce the rate of unemployment and business failure.

2. **Infrastructure** – Identify and address regional physical and soft infrastructure needs that affect the regional economy and specifically those that impact entrepreneurship and the target industry clusters.

The addition of Regional Infrastructure is not really a program. It is included to recognize the importance of including a needs assessment for transportation and communication: roads, railroads, sea ports and air for transportation, and cell phones and broad band for communication. Other considerations are waste disposal, power, and facilities. Raising awareness and sharing common goals will help the Partnership identify funding and other assistance needed to address Infrastructure challenges.

Goal 2.1 - Physical Infrastructure – Coordinate with physical infrastructures projects defined for this project as telecommunications, highways, and other hard structures needed to support emerging and expanding businesses.

Projects:

2.1.a	Coordinate Infrastructure analysis and planning with local and regional Economic Development entities through the CEDs (Community Economic Development Strategy) process. Through the community forums of the CEDS; updates on WIRED planning and implementation processes will be presented with an overall connection made to the EDC’s between workforce needs of the communities and WIRED. Fifteen counties currently have a CEDS the one remaining county will be worked with in this process to help develop a strategy and throughout the remaining existing CEDS counties WIRED and workforce development strategies will be initiated and built upon. In addition this effort can serve to leverage Economic Development with WIRED activities to enhance regional transformation.
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Goal 2.2 - Soft Infrastructure – Focus on soft infrastructures which include industry analysis, market development and advisory services.

Projects:

2.2.a	Implement an Innovation Business Genome data base. (Please refer to “Innovation Business Genome Project” in the addendum.)
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3. **Talent Development** – providing timely information, training and education to meet the needs of Entrepreneurs and targeted industry clusters, the Workforce and the Professional staff developing and delivering services. (Please refer to “Talent Development- Industry Cluster” in the addendum for an example of how the generic projects noted here will be implemented through the partnership, utilizing leveraged staffing and financial resources.)

Goal 3.1 - Provide information, education, and training assistance to encourage, develop, and assist entrepreneurs and the targeted industry clusters.

Projects:

3.1.a		Opportunity Workshops
	3.1.a.1	Identify business opportunities by local development projects (e.g., Del Webb in Tehama, Sunrise Village in Lassen)
	3.1.a.2	Identify business opportunities offered by targeted industry clusters, particularly as it relates to talent development.
	3.1.a.3	Identify supply chain opportunities for new markets and existing businesses
3.1.b		How To Workshops
	3.1.b.1	Entrepreneur outreach to provide information and to identify those with potential for fast growth.
	3.1.b.2	Coaching selected entrepreneurs on how to successfully present and secure Venture Capital / Angel investment
	3.1.b.3	Selected Core Service and related topics presented one-on-one and in workshops
	3.1.b.4	Peer-to-peer business support groups
3.1.c		Environmental Support
	3.1.c.1	Regional forums featuring successful entrepreneurs sharing experiences, and hopefuls presenting to investors
	3.1.c.2	High School and beyond classroom entrepreneurial education
	3.1.c.3	High School and beyond classroom STEM inspiration and education
	3.1.c.4	Community College “entrepreneur” classroom education
	3.1.c.5	Community College “skill development” classroom education for identified gaps in targeted industries/occupations.

Goal 3.2 - Provide in-service training to meet Professional Staff Development needs

Projects:

3.2.a	How to identify and refer entrepreneurs with fast growth potential
3.2.b	Utilize professional organizations offering Core Service related credentials
3.2.c	Provide peer-to-peer workshops to inform and train on Core business services
3.2.d	Utilize human resource related academic education when practicable
3.2.e	Identify and utilize outside consultants for staff training on the design and delivery of business support services.

Goal 3.3 - Provide Education and Training needed to develop a skilled Workforce

Projects:

3.3.a	Develop and provide customized training for occupations in emerging and growing businesses and the targeted industry clusters.
3.3.b	Develop and provide public education for occupations with substantial employment opportunities, particularly in the targeted industry clusters.
3.3.c	Develop and provide workshops for common needs across businesses (e.g., customer service, basic computer software, bookkeeping, etc.)

Talent Development Project for North State WIRED

Summary:

(Please also refer to the four projects in the addendum; Talent Development – Industry Clusters, Entrepreneur Incubator – Wildcat Innovation Network, Talent Development Through Internship, and Infrastructure Planning and Development.)

The North State WIRED project partners intend to launch a quarterly “Futures Series Forum” as a means to establish more direct – and sustained -- linkages between high growth companies and the workforce, with specific emphasis on the 4 targeted industry clusters identified for the WIRED project: (1) Information Technology; (2) Agritech/ Agribusiness; (3) Advanced Manufacturing; and (4) Small Business/Entrepreneurship.

Through these “Futures Series Forums”, four cohort training groups (one for each cluster) with 30 individuals each (more may be added as the series move forward), will receive critical skill sets identified through each series.

The point of the Future Series Forums are to identify employment opportunities, new business opportunities (including supply chain), and training needs. The key component of the series is the business connection with workforce partnership and the critical training needs they may have or already have depending upon the situation. The training will range from short term to long term, and will be provided by the training partners – Community Colleges, One Stops, private Vendors – as appropriate. The key component of the series is the business connection with the workforce partnership. The project training and placement outcomes will be generated from pre-placement through incumbent worker assistance, working with start-ups to established and expanding businesses.

What:

Quarterly forums (i.e., The Future of Information Technology in the North State) rotated throughout 4 sub-regions (North Coast, Yuba City/Marysville, Chico, Redding) of the North State WIRED region intended to:

1. Provide data on trends and forecasts within the targeted industry sectors (regionally, statewide, nationally, globally)
2. Showcase visionary CEOs (both of start-up companies and mature, established successful companies) who will share updates on their companies and their perspective on trends in the industry cluster
3. Capture, through moderated discussion with CEOs and Human Resources management from showcased companies, key information on skill sets and talent needs vital for establishing the workforce necessary to drive the clusters forward in the coming years/decades
4. Provide opportunities for the workforce to learn from, and connect with, high growth employers
5. Provide means for workforce investment organizations, high schools, community colleges and universities to obtain the information essential for them to create the education and training programs to implement the 4 cohort training groups

6. Create informal networking opportunities that are essential to fostering relationships (and that otherwise do not often occur among CEOs, HR executives, community organizations and the work force)

Model Agenda for Quarterly “Futures” Forums:

3:00-3:30	Registration and Networking
3:30-3:40	Welcome, Overview, Introductions
3:40-4:00	Data on Trends/Forecasts within the Industry Sector
4:00-4:30	Showcase of 2-3 High Growth Company CEOs within the Target Industry Cluster
4:30-4:45	Break
4:45-5:30	Moderated Discussion with 3-5 CEOs and/or HR Executives from companies in the Target Industry Cluster to capture information on skill sets and talent needs that can be incorporated into training programs (a recorder is on hand to assure capture of all information; consider videotaping the session)
5:30-6:30	Informal Networking Reception

***informal dinner meeting follows in which WIRED partners review what has transpired and identify key next steps for creating the cohorts ***

Who Should Attend:

- Students (high school, community college, university)
- Business owners in the target industry clusters
- Representatives from workforce and economic development organizations, and education
- Policymakers
- Employed and unemployed individuals
- Media representatives
- Others with interest in the Target Industry Cluster

Key Outcomes:

1. Positive local exposure for high growth companies in the region within the targeted industry clusters
2. More awareness among the workforce, general public, media and community groups about the importance of these clusters to the North State economy
3. Establishment of training cohorts within each of the 4 targeted industry clusters based on real-world, practical insight from existing employers within the clusters
4. Direct placement and training of at least 120 individuals
5. Develop awareness of new demand occupations and potentially develop curriculum with the community colleges in designing programs around employers needs
6. Incumbent worker training's to further develop career ladders as companies and businesses grow, helping define career paths for CEO's etc.

**Northern California Regional Competitiveness Network
Core Services/Regional Support**

REGIONAL SUPPORT

Public/Private Partnership to
Foster a Regional Entrepreneur Business Climate:

High School Business Plan Contests
Academic/Classroom Business and Entrepreneur Programs, 9-12 STEM Programs

CORE SERVICES

The Core Services program will provide direct assistance
to entrepreneurs/small businesses.

Location

Accessibility, Cost, Financing, Zoning, Subsidies

Legal Status

Business License, State/Federal Tax ID, Patents, Incorporation

Identity

Marketing Plans, Business Plans, Logo

Financing

Conventional Loans, Personal Credit, Targeted Government Loans,
Private Capital, Subsidies

Human Resource Support

Job Descriptions, Recruitment, Screening, Interviewing,
Personnel Policies, Employee Handbooks, Benefit Programs,
Pre-employment Training, Post-employment Training, Legal Compliance

Finances

Bookkeeping, taxes, payroll, loan referrals

Business Expertise

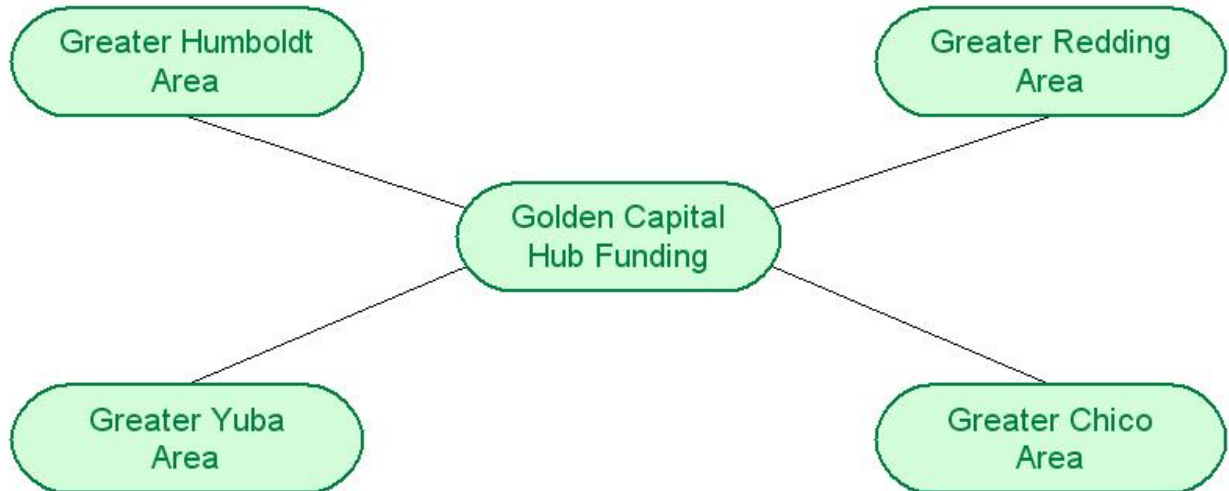
Peer to Peer, Mentor, Business Coaching

General "How To" Workshops and Forums to Identify potential entrepreneurs and provide
realistic expectations of investors, plus HR compliance, etc.

Opportunity Workshops - Presenting opportunities for business start ups to meet the need
for supply chains, opportunities presented by large developments, growing industries, etc.

Innovation Entrepreneur Incubator and Training Center, coordinated with
California State University, Chico

Northern California Regional Competitiveness Network
Angel Investment Network



- **Four local investment spokes, as part of a larger 10 "spoke" network.**
- **A minimum \$2 million raised from local high net worth individuals and businesses for each "spoke" area.**
- **Target 4 - 6 investments per "spoke" over a 3 - 4 year period.**
- **Each "spoke" contributes a minimum \$1M to hub fund, and keeps a minimum of \$1M for local investments.**
- **\$25M Hub fund (Golden Capital Hub Fund), professionally managed by experienced Angel Investors or Venture Capitalists.**
- **Hub fund prioritizes investments in deals introduced by "spokes."**
- **Hub fund formalizes relationships with key follow-on investors, to ensure expansion capital is available as a company grows.**
- **Benefits: Build local investment capacity, investor diversification, clear follow-on financing path, leverage multi-regional expertise and networks.**

*Please note for this model there will be a significant amount of non WIRED funds from the investing community and WIRED funds are used only for activities noted in our projects and Golden Capital Network's list of activities. Private funds will build the hub and spokes, which is critical to the success of our region's long term sustainable entrepreneurial efforts.

Performance Metrics

The overall goal is to transform the region. There will be numerous opportunities to re-define expectations and related outcomes as the project progresses. It is expected that much of the attempts, successes and failures will be captured in the quarterly reports. If appropriate, some outcomes will be amenable to data tracking and will make their way into the routine data reporting. For the initial data reporting, the focus will be narrow, tracking the fundamental outcomes of business development and participant training.

WIRED Metrics and Expected Outcomes	
Measures	Outcomes
Business Impact/Entrepreneurship	
Number of Business Startups	150
Number of Business Expansions	75
Number of Businesses Utilizing Incubators	15
Amount of Business (“Risk”) Loans	\$5,000,000
Training/Education Related Activities	
Number Began Education/Training Activities*	1,500*
Number Completed Education/Training Activities*	1,200*
Number Attained Degree or Certification	750
Number Placed in Target Industry Employment,* or	1,000*
Number Placed in Post-Secondary Education or Certificate Programs	50
Average Wage at Placement* based on LMID	\$12/hr
Capacity Building	
Number of New/Expanded Industry Courses Available	50
Job Creation	
Number of New Jobs Created in Targeted Industries	450

*The \$12 an hour average wage at placement is a minimum, based on historical data. The achievement of the 1500 trainings and 1,000 placements will depend heavily on leveraged funds. The WIRED funds are being utilized primarily as seed money. The short term goal is to heavily augment these funds with other funds from varying sources. The long term goal is to become self sufficient. So far about \$1.6 million in leveraged training funds has been secured, through three California Community College Chancellor grant programs:

- Job Development Incentive Fund – Hospitality, Tourism and Recreation - \$296,537 per year for the period 9/1/06 – 8/31/08. Incumbent worker training as well as industry specific management/small business consulting for the small business cluster.
- Industry Driven Regional Collaborative – Advanced Transportation and Alternative Fuels – approximately \$294,000 per year for the same two year period. The Community College is developing curriculum and will do some customized training for incumbent workers. They have targeted the automotive industry and agriculture (a WIRED cluster) for bio-diesel and alternative forms of energy. (There is also a connection with STEM and TA funds and clean technology.)
- Regional Training Funding – Automotive and Advanced Manufacturing –

\$221,372.00 a year for a two year period. The Community College (Yuba College) is developing specialized curriculum built around specific industry needs and course work will be delivered at the location of the employer for hands on experience by the workers, included in this model is incumbent worker training as well. Targeted is agriculture mechanics training, which is also a WIRED cluster.

In addition, two Governor's 25% grants have been applied for, totaling over \$3.2 million, with a large portion dedicated to a priority of direct training of dislocated workers in the four high growth industries.

*The North State WIRED group is currently working with the state (EDD) and CSA to help define a matrix that will encompass and track the above information.

Governance/Partnership

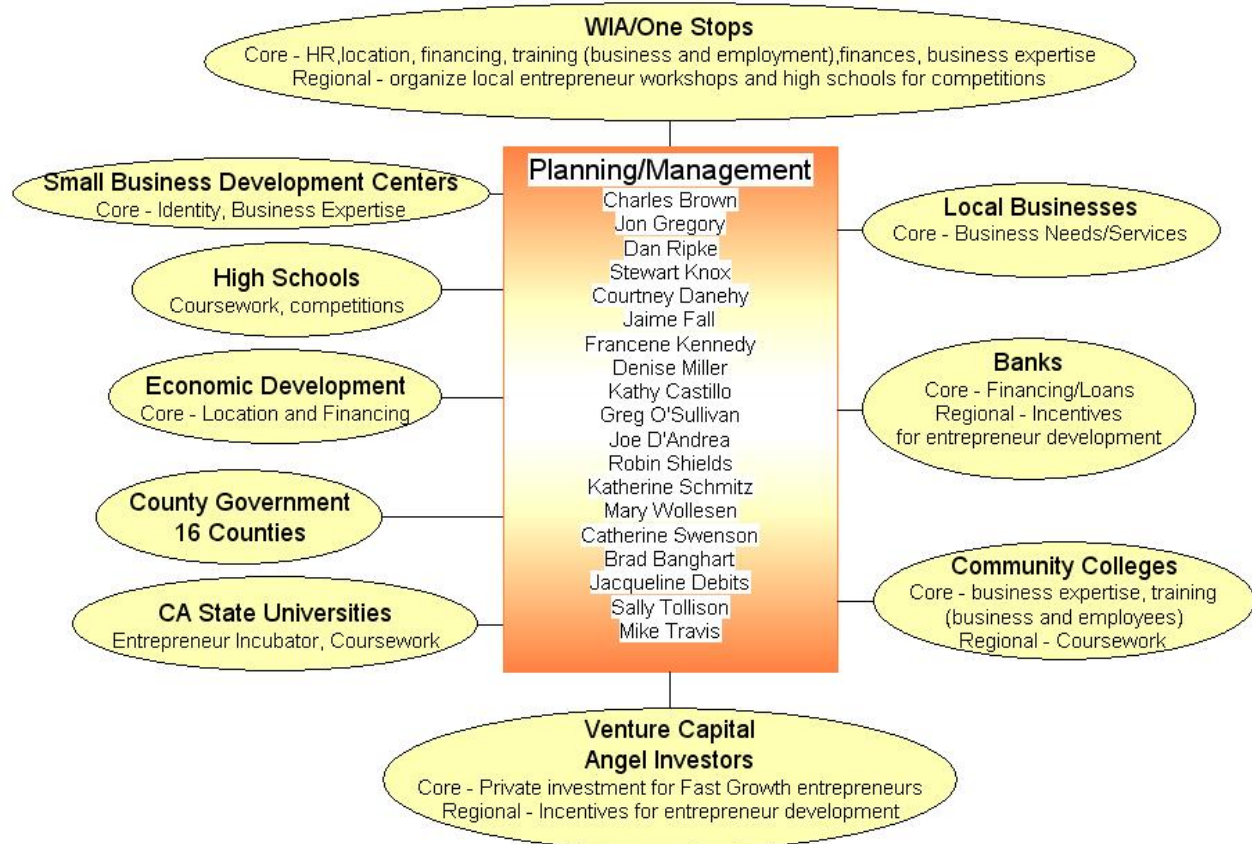
On-going implementation planning and oversight for this WIRED project will be provided by a core group of State and local representatives, with input from a wide range of targeted advisory groups. (Please refer to the membership list in the addendum).

Each of the input groups will speak to their own area of expertise and proposed activities and will separately report on their progress. Routine meetings will bring representatives of all the interest groups together (the core planning team) for a sharing of ideas and accomplishments, and plan modification as needed.

Northern California Regional Competitiveness Network

Governance

The governance of the WIRED project will be the responsibility of a core planning group, supported by numerous targeted advisory groups.



Operations

Project Management

Funds are available through a contract to hire a part time project manager to help guide the project through the planning stage, this has been in place since November of 2006. It is anticipated that a full time position with one or more support positions will be needed for implementation. These positions will oversee the on going development of the plan, make presentations throughout the region, prepare reports, organize meetings and generally oversee the plan implementation and modification over time.

Because of the formidable geographic area to cover in this region, implementation will be as decentralized as possible. Fortunately, many of the networks have already been established, from the regional level to responsible entities at the local level.

The Workforce Development system, with its network of One Stops will be one of the key delivery mechanisms. The others are the economic development agencies, community colleges and small business development centers.

Regional oversight and direction will be provided by a number of primary entities. NoRTEC, NCCC and Humboldt County WIB will oversee the workforce development entities. Golden Capital Network (GCN) will work with the investors and the innovation entrepreneurs. Northeastern California SBDC (Center for Economic Development) will oversee the SBDCs in the region. The State Economic and Workforce Development branch of the California Community College system will oversee Community College participation and assist with SBDC participation. NoRTEC will oversee the implementation of the Core Service and Regional Support Program. GCN will oversee the implementation of the infrastructure programs and the Angel Investment Network. Northeastern California SBDC will oversee the coordination with local SBDCs, regional economic development entities, and CSU (Chico and Humboldt).

Utilizing existing systems and structures will allow us to put more of the funding into WIRED project programs and services, and not into additional staff and overhead.

Internal Communications

The primary partners in this project have long established channels of communication in place. The distances in the region necessitated alternatives to more than occasional face-to-face meetings, and the region are adept at communicating over the Internet and via e-mail. The decentralized approach will also make internal communication more manageable. The regional identity will be supported through a bi-annual entrepreneur forum, and an annual Partner's Forum. The Entrepreneur Forums will bring together sub region clusters of the partnership. The Partnership Forum will bring together partners from the entire region.

External Communications

There are already numerous presentations under way at the local level. They include business associations, Chambers, schools, Economic development councils, etc. These will continue for the life of the project. The presentations have attracted press attention. In addition, most of the Workforce programs have established close relationships with their local radio and newspapers. They often write articles for their local press, and can get publicity any time it is needed. There is a possibility that a public Web site will be developed, but this is not a priority because of the expense and the readily available press coverage. (A Web site of pertinent information will be maintained for the use of the project partners and the funding source.)

Budget Allocations and Fiscal Management

Fiscal Management

The State of California will be the fiscal agent for the Northern California WIRED DOL grant and NoRTEC will fiscally manage the project and local contracts. NoRTEC has over two decades of successful regional experience dispersing and tracking Federal and State Department of Labor funds, across multiple counties and numerous subcontractors. The NoRTEC Fiscal Officer is a Certified Public Accountant. He

has been with NoRTEC for 15 years, and is familiar with the DOL financial and related rules and regulations.

Line Item Budget - Narrative

The line item budget is in the appendix. Following is the budget narrative.

The total Department of Labor funding for the Northern California Regional Competitiveness Network is \$5,160,000. The grant total is comprised of \$100,000 for Virtual WIRED Grant, \$5,000,000 for WIRED 2nd Generation Grant and \$60,000 for Technical Assistance WIRED funds. This is to be expended over a three year period beginning officially on July 1, 2007, except for the Technical Assistance funds which are to be expended by July, 2008. The State of California will utilize 4% for State administrative expenses for the \$5,000,000 only, which equates to \$200,000 and subtracted leaves a revised total budget of \$4,960,000. This will be split over the three years, with \$1,116,000 anticipated for the first year and \$1,922,000 for each of the two subsequent years.

To the extent practicable, this initiative will utilize existing regional and local groups and systems to plan and implement a coordinated, leveraged response to the challenges and opportunities posed. To this end, the budget is allocated among various State, regional and local entities responsible for some aspect of plan implementation and oversight. The exceptions are travel, a Project Coordinator, an annual regional partner's conference, and two (or more) annual investor forums.

Workforce Development

The single largest budget item is the \$443,000 in year one and \$585,000 in the two subsequent years for the 16 County One Stops to provide the staffing needed for local coordination and participation. Divided evenly, this would be \$27,687.50 per county for year one and \$36,562.50 in each of the two subsequent years. The plan is to withhold some small amount off the top to cover the costs of the two or three county programs that will be the most actively engaged in providing One Stop business service staff with staff development training, on site visits and related assistance. The One-Stop role is the leader at the local level through a connection with the entrepreneurs and small business owners, which is different from the current model that now works with local business expansion, retention efforts; through WIRED they will now be much broader in the context of how to identify an entrepreneur and how to help them move forward into the full development of a plan to grow and build businesses.

Additionally funding will be utilized to dedicate some part time equivalency to the WIRED project. The One Stop business service staff will assume the primary responsibility for identifying and contacting target businesses, developing business focus groups and providing human resource and related support in response to local business and entrepreneur needs. Human resource support includes recruitment, training and education, augmented by a broad range of related support, including personnel policies, employee handbooks, labor law compliance, customer service training; travel to regional meetings; staff training and testing for business service certification; identifying and working with businesses in the identified clusters to facilitate focus groups identifying gaps and needs (manpower, supply chains) assist with the development of curriculum with the community colleges; provide staff training and receive staff training for business service needs within the WIRED region; coordinate with local EDC entities and the local SBDC's to participate in presentations about the WIRED project to local groups, organizations and entities including City Councils, Boards of Supervisors, general purpose and private business organizations; actively promote and participate in various local and regional venture forums and educational events; identify high growth entrepreneurs, angel investors, and professional service providers, promote outreach about WIRED project, local high growth entrepreneurs and local events; identify business assistance services that can be expected from the local economic development entity; accept referrals for business start-up – expansion and retention assistance, with and emphasis on human resources and related matters; actively participate in a holistic approach with local business resource centers (incubators) by being part of

the technical assistance to small and new businesses to reduce the rate of failure; train (directly or through referral) and place individuals in one or more of the targeted industry clusters, and work with the local High Schools and Community Colleges/Universities to assist with the implementation of STEM.

In addition to the focus groups and direct business services, the One Stop staff will also be responsible for coordinating with the High School and beyond, including Community Colleges, local economic development councils, SBDCs, local business groups (including Chambers), banks, etc. This local participation is staffing intensive, and essential to the success of the project.

Note: These funds are not specifically earmarked for training. Some portion may be utilized for participant training expenses, depending on local circumstances, but on the whole it is felt these funds will be needed for manpower. The plan is to aggressively pursue leveraging of other funds for training, and to utilize some of the WIRED funding for competitively bid training projects.

Leveraged Funds - These leveraged funds will consist of locally available WIA funds, the Governor's 25% and 15% funds, existing Community College courses, special "Flexibility" funding for the Community Colleges*, Employment Training Panel funding, High Wage, High Growth funding from the Department of Labor, EDA funds, and Business fees. The allocated WIA funds can be utilized for small scale training plans, and the flexibility funds for a range of training needs, small to large. The Governor's funds will be used for Intensive and Training services. The California Employment Training Panel will provide funding for incumbent worker training, from small to large projects. The DOL "High Wage, High Growth" funding is available for "skill gaps" training in a target industry. NoRTEC has successfully negotiated employer contracts where the employer pays for customized training through 100% of wages, and sometimes even a fee to the One Stop for developing the training plans and assisting with the implementation and oversight. Additional grants to the State Workforce Investment Board has been applied for (\$65,000) which will coincide with the WIRED initiative, the funds requested will aid in the further research needed around growth sectors within the region but have declining revenues as a companies, many factors maybe identified as the issue, these funds will be utilized to work with Dun and Bradstreet to help identify these companies and aid the local One-Stop in outreach methods for those companies.

In addition, the State granted \$500,000 to NoRTEC to use for the WIRED project, and a \$225,000 Governors 25% grant was funded for WIRED support.

Training dollars to be leveraged as well will be the on-going Governor's 25% applications that NoRTEC and NCCC have been aggressively pursuing through applications to EDD, these funds will be utilized for the purpose of training Dislocated Workers within industries that have been continually downsizing within region to new emerging industries that have been identified through the WIRED initiatives, combined this source of funds equals over \$3 million dollars in the past two years.

Competitive Project Funds – There is a total of \$250,000 in the line items for training projects; \$50,000 the first year and \$100,000 for each of the next two years. These funds, augmented by leveraged funds, are designated for competitively bid training projects.

Should the leveraged funds and training project funds prove insufficient; the budget will be revised accordingly for the subsequent years.

The other line item budgeted for the Workforce Investment System in years two and three is \$160,000 for One Stop staff development. (Year one staff development costs will be covered with other available funds.) This will allow approximately \$10,000 for each One Stop to cover staff costs associated with participating in in-service training, attending regional and sub regional staff development events, and becoming certified professionals, capable of appropriately assisting local businesses and entrepreneurs with human resource and related business start up and expansion challenges.

*Examples of acceptable certifications include Registered Professional Career Counselor, Registered Career Paraprofessional, Global Career Development Facilitator, California Accredited Consultant, and Senior Professional in Human Services.

Golden Capital Network (GCN)

The single next largest line item after workforce investment is the implementation of the Hub and Spokes model for risk capital investment and supported activities. (See the GCN WIRED funded activities on page 49.) It is set at \$300,000 for the first year and \$250,000 for each of the two subsequent years. Golden Capital Network (GCN) will be the WIRED partner organization that serves as the principal driver of activities associated with high growth entrepreneurs and angel investors, including the genome project, and the series around entrepreneurs and emerging businesses that have workforce needs. Types of strategies may include linking angel investors with community efforts to support and provide technical assistance to small and new businesses; linking innovation-based companies with workforce investment efforts; and providing information on the four targeted innovation sectors at various regional events particularly as it relates to employment and training needs, and information and technical assistance to small and new businesses. Entrepreneur technical assistance for starting and growing companies will be a primary activity, and include business training, information about innovation sectors and workforce needs, ways to enhance workforce skills to help the companies succeed and enhance the regional economy, and linkages to angel investors and other sources of expertise and capital. In addition to serving on the overall project planning and leadership team, GCN will through leveraged resources such as EDA and private sector investment funds* concentrate its efforts on the following major projects: (1) planning and launching up to 4 angel investment “spokes” in the region that will be created to invest in early-stage high growth ventures – within each “spoke” area there is a target of raising \$3M from high net worth individuals and businesses for investing in start-up companies; (2) planning and launching a Venture Communities initiative in each of the “spoke” communities as a means to help local workforce investment, economic development and educational institutions identify, educate and showcase high growth entrepreneurs and angel investors – as part of this initiative a compelling Venture Communities web portal will be created enabling local partners access to multi-media and web-based tools to feature their local entrepreneurs throughout the project area and beyond; (3) planning and launching the Innovation Business Genome project which serves as a region-wide and national database of all key contributors to the high growth entrepreneur value chain, including peer businesses, strategic partners, vendors, industry trade groups, angel investors, venture capitalists, global corporations and technology businesses, professional services providers and business executives – as part of this initiative a series of milestone-based communications templates will be created whereby local partner organizations can support local entrepreneurs by helping them reach both local AND non-local stakeholders with their key business messages; and (4) planning and launching in coordination with local workforce investment boards to a quarterly “Futures” series as a talent development project designed to establish more direct – and sustained – linkages between high growth companies and the workforce. GCN will focus its efforts on the four industry clusters identified for the project.

Economic Development Entities

The Economic Development entities (EDCs) in the region, 16 local and four regional, are budgeted for \$10,000 each year to offset their “costs of participating in the planning and implementation of the WIRED project and staff development training.” They will be expected to participate both locally and regionally. In addition to planning and staff development, they will make presentations about the WIRED project to city councils and boards of supervisors, as well as civic groups. The EDCs will actively promote the various

WIRED venture forums and educational events that are a part of this WIRED project. They will help identify high growth entrepreneurs and angel investors, and generate media attention in their communities about the WIRED project, entrepreneurs and related events. They will also take the lead in the infrastructure analysis and related planning and soliciting of grants. The EDC's through WIRED funds* will have the following objectives:

- Coordinate with the local WIA Program to participate in presentations about the WIRED project to local groups, organizations and entities (to include city councils, Boards of Supervisors, general purpose and private business organizations, and civic groups.)
- Actively promote and participate in the various local venture forums and educational events that are related to WIRED projects.
- Help to identify high growth entrepreneurs, angel investors, and professional service providers.
- Help in promoting attention about the WIRED project, local growth entrepreneurs and local events.
- Help identify businesses that need assistance either through services that can be delivered through the WIRED initiative or have potential connections to WIA programs.
- Accept referrals for business start-ups and expansion and retention assistance efforts.
- Develop and implement a strategic plan consistent with the WIRED project.

*NOTE: DOL funding will not be utilized for unallowable economic development or employment generating activities.

Center for Economic Development

The Center for Economic Development (CED) has a line item of \$45,000 in year one and \$100,000 for each of the two subsequent years. Closely related is the budget item for the five Small Business Development Centers (SBDCs) in the region, set at \$75,000 for the first year and \$100,000 for each of the next two years. The Center for Economic Development administers these five SBDCs under the name of North Eastern California SBDC. The CED will focus much of its efforts on the coordination of the numerous partners that need to be established throughout the WIRED region, particularly workforce investment, economic developers, and educators. The CED will assist with identifying resources both to support the region's plan and invest in the region's economy from a wide range of sources including foundations, angel and venture capital networks, and federal, state and local governments. The CED will be readily available to attend any meetings throughout the region as well as out of state. The CED will assist in the planning and implementation of a partner conference with a minimum of 100 guests to be held each year in a central location. CED will assist in the organization, partner participation, content development, and specific oversight of the coordination of the event.

The CED will link the WIRED project, the WIRED partners, and the small business development centers to facilitate trainings and information dissemination as determined by the WIRED project and its leaders.

In addition, the CED will provide the WIRED region with the most current and relative data to best assess the region's economic progress through its GIS capabilities. This data will be used to track the growth of the identified sectors, but also to show trends in the economic vitality of the region.

Part of the funding will allow the SBDCs to expand their operations into counties in the region not currently being served, and to increase their service levels overall. The SBDCs will create advanced business counseling assistance to meet the needs of emerging growth companies. Additionally, the SBDCs will work with the regional economic development organizations and one-stops to create an integrated

referral network to insure business needs are met. This may include creation of a referral system (either physical or virtual). The SBDC's through WIRED funding will have the following objectives:

- Develop a high level caliber network of business consultants that have knowledge and expertise that is industry specific, and a successful track record in that industry.
- Travel to regional meetings
- Staff training and testing for business certifications
- Identifying and working with businesses in the identified clusters; facilitate focus groups to identify gaps and needs, develop curriculum with the community colleges around workforce issues
- Coordinate with the local EDC's in presentations about the WIRED project to local groups, organizations and entities (to include city councils, Boards of Supervisors, general purpose and private business organizations, and civic groups)
- Actively promote and participate in the various local regional venture forums and educational events that are provided with WIRED resources
- Help identify high growth entrepreneurs, angel investors, and professional service providers
- Promote attention to WIRED activities, local high growth entrepreneurs and local events
- Identify business assistance services that can be expected from the economic development entities
- Accept referrals for business start-up, expansion and retention assistance, with an emphasis on human resources and related matters
- Actively participate in local business resource centers (incubators), if present, to provide technical assistance to small and new businesses, to reduce the rate of business failure
- Train directly or through referral and place individuals in one or more of the identified Northern California WIRED targeted industry clusters
- Work with local high schools and community colleges to assist with the implementation of STEM projects. *

* Note: Funds will not be utilized for unallowable economic development activities or employment generating activities.

Entrepreneur Incubator

A line item of \$50,000 in years two and three will be utilized to partner with the California State University, Chico, entrepreneur incubator project. It is anticipated that these funds will be used to participate in the incubator, and provide assistance to small and new businesses as well as staff time to facilitate implementation. Activities within the project will include business plan development; human resource support includes recruitment, training and education, augmented by a broad range of related support, including personnel policies, employee handbooks, labor law compliance, customer service training and additional resource information on funding opportunities either through the angel investors network, revolving loan fund packaging, or traditional bank opportunities. Management of the incubator is the main focus of success within the incubator concept which other resources are being applied for and leveraged for the success of this component.

Technical Assistance

The core planning group agrees there is a great need to discover more about our region in the areas of new technologies and science and math education, as well as determining how these enabling technologies have potential for growth in our local area and clearly fit our current strategies and goals around our clusters of opportunities.

The focus for the use of technical assistance will be to receive guidance and assistance in mapping out and implementing a model for the local areas/region that incorporate several comprehensive methods of practice involving business leaders, educators, community colleges, curriculum designers and entrepreneurs relating to STEM efforts.

We have identified partners to provide guidance and expertise, which includes the current efforts with partners involved with the CSA WIRED Gen I STEM Task Force and STEM Inventory project. We also plan to engage the Utah State Science Advisor for the Utah Governor's Office of Economic Development who is a current DOL recipient. Advisor, Tamara Goetz has a proven track record of deploying models in a large region semi-rural in nature and seems suited to help offer expertise and design methods including STEM efforts that will work for our Northern California Region as well as providing a critical asset mapping tool for long term planning and sustainability.

We have also identified a key person who has experience in key areas such as economic, entrepreneur and workforce development as well as the knowledge of the broad WIRED concept and first hand knowledge of our region and project. Audrey Taylor from Chabin Concepts has been instrumental in economic development for the last 25 years and embraces the critical component that workforce development plays while understanding the complexity and nuances of our region. She was appointed to the State Workforce Investment Board in 2005 and had been recognized through efforts with the first generation WIRED California Space Authority model as a leader in her field of moving economic development and entrepreneurs towards workforce development. Audrey's role will be to tie together a regional approach incorporating the efforts of Ms. Goetz and the WIRED I STEM partners while engaging the educational system. Audrey will also work with the economic and workforce development staff around implementing and designing a well rounded system that will incorporate new emerging technology curriculum and science and technology education in our region to ensure the needed training and opportunities for our current and future labor force.

A goal for this added Technical Assistance is to have a very focused and intense effort to map out what is currently available and creatively assist in curriculum design with technology leaders, with the hopes of adding hands on experiences and activities for student engagement. This model will be developed over the course of the up-coming year and implemented throughout the WIRED project utilizing STEM design and implementation as the core of a sustainable program.

Northern California Regional Competitiveness Network

Implementation Plan
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Definitions

1. Entrepreneur

The Northern California Regional Competitiveness Network leadership team has identified the broad "Entrepreneur" sector as the primary sector that it will work with for the WIRED project. The "Entrepreneur Sector" is further defined by the following sub sectors:

- a. Aspiring entrepreneurs - students within 9-12, community college or university system who are interested in pursuing entrepreneurship as a career path.
- b. Microenterprises - those businesses which choose self employment (usually as a one- or two person business) as a career path rather than working for someone else (typical examples are bookkeeping services, computer maintenance/repair, janitorial services, etc.).
- c. Lifestyle small businesses - those businesses that focus on local and/or regional markets (i.e., restaurant or gas station/food mart), or small businesses that sell products or services into small, boutique niches on a statewide, national or global scale. Existing or emerging industry sectors in the North State within this category comprise things like health care services, financial services, construction, warehousing and distribution, and tourism related businesses.
- d. Middle market companies - generally encompasses mature, established privately owned companies generating between \$5M-\$50M in annual sales. Most often in the North State these are manufacturing companies; examples include dental instruments, pre-hung doors, agriculture equipment, plastic moldings, timber processing, and food processing.
- e. Innovation based high growth ventures - typically visionary entrepreneurs with a new product or service targeting a large (\$500M+) and growing national or global industry sector. Within the North State, three key industry clusters have been identified: Information Technology, Agritech/Agribusiness and Advanced Manufacturing. Additionally, regional leaders believe there is potential for the emergence of a Clean Tech sector.

To the extent practicable, needed support will be provided to all entrepreneurs/small businesses, but the primary focus will be on assisting those with growth potential; particularly the identified industry clusters and the innovation based entrepreneur.

2. Northern California WIRED Region

The Northern California WIRED region is composed of sixteen counties: Butte, Colusa, Del Norte, Glenn, Humboldt, Lassen, Modoc, Lake, Plumas, Shasta, Sierra, Siskiyou, Sutter, Tehama, Trinity, and Yuba.

3. Public/Private Partnership

The WIRED project will be built upon a shared/coordinated effort between public and private entities.

- a. Public - WIA, SBDC, GCN, SBA, EDD, Economic Development, Education (K-12 with understanding WIRED funds used for 9-12.) Community Colleges, State Universities), Government (City, County, State, Federal).
 - b. Private - Banks, Real Estate, Venture Capitalists, Angel Investors, Personnel Agencies, Lawyers, Accountants, Business Associations, Chambers of Commerce.
4. WIRED

The Workforce Innovation in Regional Economic Development initiative of the United States Employment and Training Administration, Department of Labor, providing funding and technical assistance to various competitively selected site in the United States, where universities, companies, government, workforce and economic development organizations partner to transform and rebuild their regional economy.

Project Planning and Management Team

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Denise Miller, Field Representative, EDD, Workforce Investment Division

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Greg O'Sullivan, President Upstate California Economic Development Council

Joe D'Andrea, Assistant Superintendent of Schools, Sutter County

Robin Shields, AVP/Government Loan Officer, Butte Community Bank

Kathryn Schmitz, Executive Director, Job Training Center and One Stop Business Services, Tehama County

Northern California Regional Competitiveness Network

Mary Wollesen, Director, Small Business Programs Initiative, Economic and Workforce Development, California Community Colleges

Catherine Swenson, Director, Contract Education North, Economic and Workforce Development, California Community Colleges

Brad Banghart, Dean of Workforce and Economic Development, Shasta College

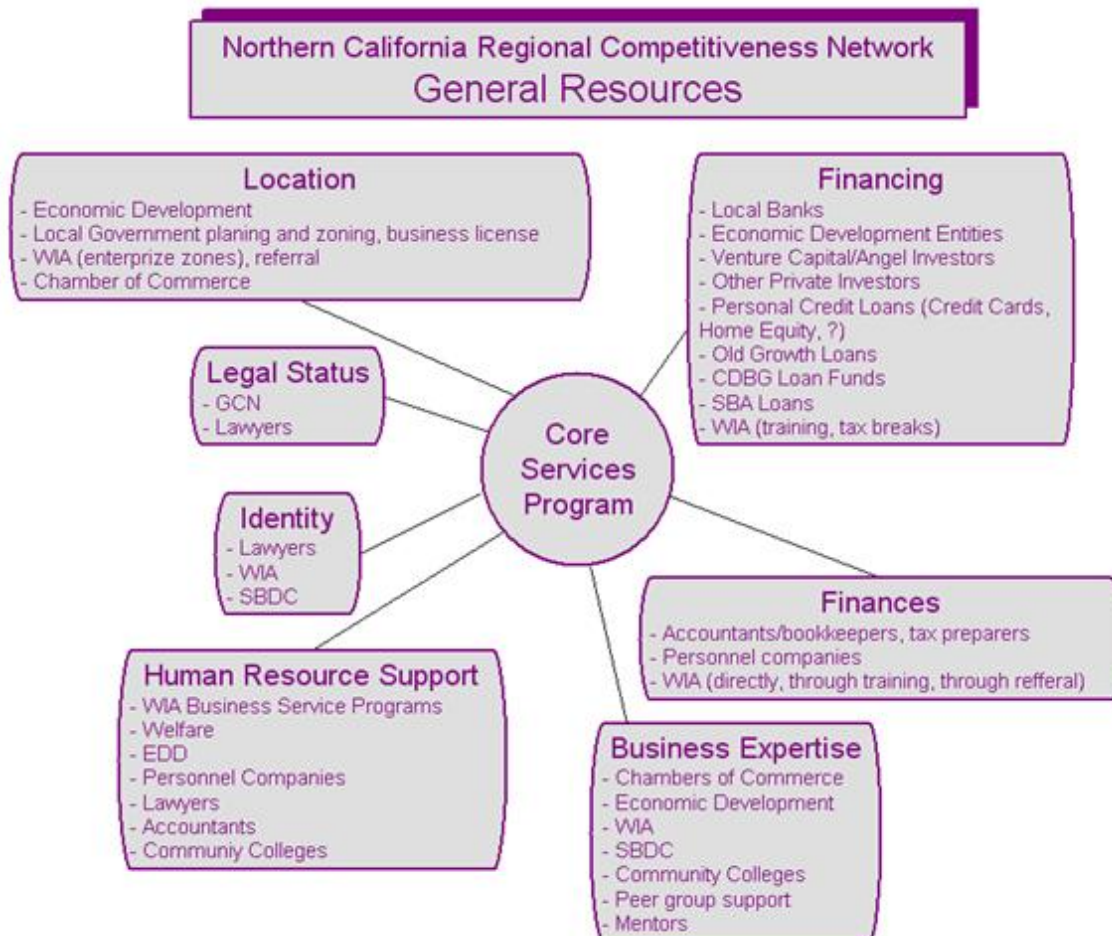
Jacqueline Debits, Economic Development Coordinator, HC-WIB Executive Director, County of Humboldt, CA

Sally Tollison, Director of Student Support Services, Corning Union High School

Mike Travis, Local Business Development, PG&E

RESOURCES

General Resources – general identification of types of public and private entities available to provide the Core Services and Regional Support. The general resources provide a guide for the local level to identify specific local resources, or gaps. For example, a business start up needs capital, a general resource is a bank, and a specific resource would be a specific bank, like Butte Community.



Leveraged Resources

The Northern California Regional Competitiveness Network has initiated discussions, is forming alliances and anticipates working closely with all the following agencies, organizations and businesses to leverage manpower and financial resources to maximize the impact of WIRED on a sustained basis.

Pacific Gas and Electric

1. PG&E puts money into local communities to support economic development through an annual grant process.
2. PG&E has a school program for alternative energy.
3. PG&E has a program to work with new and existing businesses to help them reduce electrical and gas costs.

Angel Investors

1. \$8 million from four north state “spoke” funds with a priority for identified industry clusters.
2. Management expertise for new and expanding businesses.

Current Revolving Loan Funds:

Identification of revolving loan funds that will be coordinated with the WIRED project.

1. Superior California Economic Development District.
2. Tri Counties EDC
3. Yuba/Sutter EDC
4. Humboldt
5. USDA RLF Colusa \$750,000
6. USDA RLF Lake County \$1,750,000

These organizations all operate small business loan funds, often in conjunction with banks. The WIRED project team will work with these leaders to identify new State and Federal resources to deploy as financing to local businesses. WIRED leaders will also evaluate the potential to create a fund to leverage Revolving Loan funds with Angel Investment funds.

Banks

1. Provide in-service training for workforce development and other staff on their key criteria for business financing.
2. Provide training on managing cash flow, achieving profitability, etc.
3. Provide new debt capital structures to leverage the Angel Investment capital for businesses within identified industry clusters.
4. Provide scholarship and cash prizes for youth business plans and related entrepreneurial endeavors.
5. Establish a “high risk” loan fund.

State of California, Labor and Workforce Investment Agency

1. \$500,000 specifically to support the WIRED project.
2. \$225,000 in Rapid Response funds to support the WIRED project.
3. \$75,000 requested in Regional Incentive funding to support the WIRED project.
4. \$1,250,000 requested in dislocated worker funding for WIRED talent development.
5. \$2,000,000 requested in dislocated worker funding for WIRED talent development.

Employment Training Panel

1. Leverage ETP funds to provide incumbent worker training for businesses within the identified industry clusters. Successful existing businesses within these sectors will be engaged initially through an annual region-wide award ceremony, and through this process ETP appropriate training opportunities will be identified.
2. Link ETP funds with community colleges to develop incumbent worker training programs within the identified industry clusters.

California Community College Economic and Workforce Development

1. Yuba Community College/WIB joint application for Advanced Manufacturing grant approved \$642,000.00 for incumbent worker training that leads to higher income and advancement developing career ladders within the mechanics training programs. Shasta College has two grants one that is a Job Development Incentive Fund grant that builds upon hospitality, tourism and recreation training, which also includes incumbent worker training through specific industry clusters for management and small business consulting for \$593,074.00. The most current grant that has been obtained is for Industry Driven Regional Collaboration grant that is looking at Advanced Transportation and Alternative Fuels, they are developing curriculum and will do customized training for incumbent workers, all of the above mentioned grants are in connection with the WIB's and the One-Stops involving Industry Driven Regional Collaboration, and Flexible Training Funds to allow Community Colleges to assist with employee and management training for locally identified industry clusters and sectors. These grants are deliberately flexible, allowing skill development training from a single individual to an entire industry. They are a valuable alternative when the skill gaps don't involve enough population to establish and sustain an ongoing classroom education program.
2. Approximately \$250,000 will be available in the north state through the Small Business Development Centers to assist local high schools with the development and enhancement of entrepreneurial programs.

Economic Development Administration

1. Golden Capital Network is leveraging \$250,000 of federal EDA money along with \$250,000 of local contributions to establish the "hub and spokes" Angel Investor fund.
2. Three economic development districts (Tri-County EDC, Superior EDD, and Yuba-Sutter EDC) each receive approximately \$75,000 in annual planning grants from EDA. The WIRED leadership team will engage the three districts to leverage these resources in a manner that supports the identified industry clusters.
3. Center for Economic Development receives annual EDA grant in support of its University Center program. The EDA grant can be leveraged to provide technical assistance and industry cluster analysis for the following targets of opportunity: information technology, agribusiness/agritech, advanced manufacturing, and small business/entrepreneurs.

The US Small Business Administration

1. Small Business Administration provides an annual grant of \$1.4 million to the Northeastern California Small Business Development Center that is distributed among the six Small Business Development Centers in Northeastern California. The funding is used to provide training and counseling to small business and entrepreneurs in the region. Businesses within the identified industry clusters will receive priority attention.

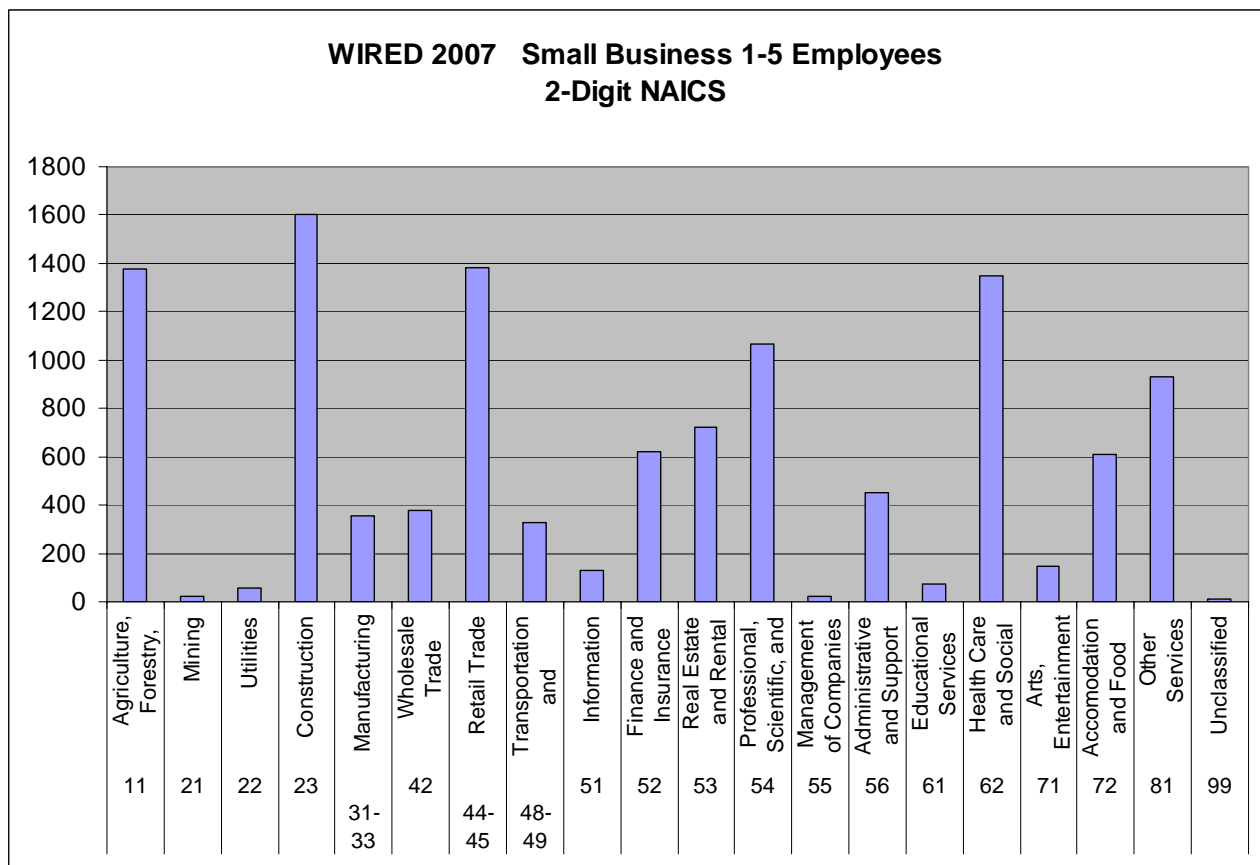
United States Department of Agriculture

1. \$90,600 secured by NCCC for rural business enterprise to assist with potential layoffs (aversion) and closures.

2. \$100,000 application for transitional training and development, to provide entrepreneurial skills workshops for entrepreneurial talent development
3. \$41,600 secured USDA redesign the IRP programs into two counties that will work through transitioning RLF's to the WIB, which will enhance the entrepreneurship programs of WIRED.

Targets of Opportunity – Industry Clusters

The following charts illustrate the clusters currently in development through California Labor Market Information Division (LMID) and the core plan. The core planning team has identified cross-over occupational skills to specifically target training opportunities and maximize training funds. To date the charts illustrate Agriculture-Tech/Agribusiness, Advanced Manufacturing, Information Technology, and Small Business clusters definitions along with related industries identified in each of the charts through the NAICS codes. The Small Businesses Cluster has been derived from a concentrated look at the businesses in each of the sixteen counties that employ five or fewer employee’s and have been cross-walked into the above mentioned clusters for further in-depth development and forecasting. The last chart/graph is derived from a 2 digit NAICS interpretation of businesses that will be targeted for outreach which fit within the Small Businesses category of the cluster work being conducted through LMID. The information collected is from all 16 counties to date and clearly shows the strengths in the four areas displayed through the bar graph, validating this projects goal of building entrepreneurship through small businesses and the above mentioned clusters.



Agritech/Agribusiness

Cluster Definition

Agribusiness referring to the activities and disciplines encompassed in modern food production, processing, and distribution. This includes food, forest and fiber production, their byproduct utilization, agricultural chemicals and pharmaceuticals, agricultural finance and trade, agribusiness/farm management, agro-environmental considerations, and land development. Establishments in this industry include farms, ranches, dairies, greenhouses, nurseries, orchards, and hatcheries. Also includes companies that provide support activities to this industry. The Agritech industry includes establishments that develop innovative products and perform services that improve food safety, environmental stewardship, economic performance and the long-term sustainability of agriculture.

Industries by NAICS Code

1111	Oilseed and Grain Farming	3253	Pesticide, Fertilizer, and Other
1112	Vegetable and Melon Farming	3331	Agriculture, Construction, and Mining
1113	Fruit and Tree Nut Farming	4233	Lumber and Other Construction
1114	Greenhouse, Nursery, and Floriculture	4238	Machinery, Equipment, and Supplies
1119	Other Crop Farming	4239	Miscellaneous Durable Goods Merchant
1121	Cattle Ranching and Farming	4244	Grocery and Related Product
1123	Poultry and Egg Production	4245	Farm Product Raw Material Merchant
1124	Sheep and Goat Farming	4249	Miscellaneous Nondurable Goods
1125	Animal Aquaculture	4452	Specialty Food Stores
1129	Other Animal Production	4531	Florists
1131	Timber Tract Operations	5324	Commercial and Industrial Machinery
1132	Forest Nurseries and Gathering of		
1133	Logging		
1141	Fishing		
1142	Hunting and Trapping		
1151	Support Activities for Crop Production		
1152	Support Activities for Animal		
1153	Support Activities for Forestry		
2213	Water, Sewage and Other Systems		
3111	Animal Food Manufacturing		
3112	Grain and Oilseed Milling		
3113	Sugar and Confectionery Product		
3114	Fruit and Vegetable Preserving and		
3115	Dairy Product Manufacturing		
3116	Animal Slaughtering and Processing		
3117	Seafood Product Preparation and		
3131	Fiber, Yarn, and Thread Mills		
3161	Leather and Hide Tanning and Finishing		
3211	Sawmills and Wood Preservation		
3212	Veneer, Plywood, and Engineered Wood		
3219	Other Wood Product Manufacturing		
3221	Pulp, Paper, and Paperboard Mills		
3222	Converted Paper Product		

Advanced Manufacturing

Cluster Definition

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Advanced Manufacturing applies process improvements, increased quality controls, advanced robotics, "intelligent" production systems, or other cutting edge concepts in electronics, computers, software or automation to improve production.

Industries by NAICS Code

3111 Animal Food Manufacturing	3313 Alumina and Aluminum Production and
3112 Grain and Oilseed Milling	3315 Foundries
3113 Sugar and Confectionery Product	3321 Forging and Stamping
3114 Fruit and Vegetable Preserving and	3322 Cutlery and Handtool Manufacturing
3115 Dairy Product Manufacturing	3323 Architectural and Structural Metals
3116 Animal Slaughtering and Processing	3324 Boiler, Tank, and Shipping Container
3117 Seafood Product Preparation and	3325 Hardware Manufacturing
3118 Bakeries and Tortilla Manufacturing	3326 Spring and Wire Product Manufacturing
3119 Other Food Manufacturing	3327 Machine Shops; Turned Product; and
3121 Beverage Manufacturing	3328 Coating, Engraving, Heat Treating, and
3131 Fiber, Yarn, and Thread Mills	3329 Other Fabricated Metal Product
3132 Fabric Mills	3331 Agriculture, Construction, and Mining
3133 Textile and Fabric Finishing and Fabric	3332 Industrial Machinery Manufacturing
3141 Textile Furnishings Mills	3333 Commercial and Service Industry
3149 Other Textile Product Mills	3334 Ventilation, Heating, Air-Conditioning,
3152 Cut and Sew Apparel Manufacturing	3335 Metalworking Machinery Manufacturing
3161 Leather and Hide Tanning and Finishing	3336 Engine, Turbine, and Power
3169 Other Leather and Allied Product	3339 Other General Purpose Machinery
3211 Sawmills and Wood Preservation	3341 Computer and Peripheral Equipment
3212 Veneer, Plywood, and Engineered Wood	3342 Communications Equipment
3219 Other Wood Product Manufacturing	3344 Semiconductor and Other Electronic
3221 Pulp, Paper, and Paperboard Mills	3345 Navigational, Measuring, Electromedical,
3222 Converted Paper Product Manufacturing	3346 Manufacturing and Reproducing
3231 Printing and Related Support Activities	3351 Electric Lighting Equipment
3241 Petroleum and Coal Products	3352 Household Appliance Manufacturing
3251 Basic Chemical Manufacturing	3353 Electrical Equipment Manufacturing
3252 Resin, Synthetic Rubber, and Artificial	3359 Other Electrical Equipment and
3253 Pesticide, Fertilizer, and Other	3361 Motor Vehicle Manufacturing
3254 Pharmaceutical and Medicine	3362 Motor Vehicle Body and Trailer
3255 Paint, Coating, and Adhesive	3363 Motor Vehicle Parts Manufacturing
3256 Soap, Cleaning Compound, and Toilet	3364 Aerospace Product and Parts
3259 Other Chemical Product and Preparation	3366 Ship and Boat Building
3261 Plastics Product Manufacturing	3369 Other Transportation Equipment
3262 Rubber Product Manufacturing	3371 Household and Institutional Furniture and
3271 Clay Product and Refractory	3372 Office Furniture (including Fixtures)
3272 Glass and Glass Product Manufacturing	3379 Other Furniture Related Product
3273 Cement and Concrete Product	3391 Medical Equipment and Supplies
3274 Lime and Gypsum Product Manufacturing	3399 Other Miscellaneous Manufacturing
3279 Other Nonmetallic Mineral Product	
3311 Iron and Steel Mills and Ferroalloy	
3312 Steel Product Manufacturing from	

Information Technology

Cluster Definition

The IT industry includes such products and services as software, telecommunications, wireless, Internet, hardware, peripherals, computer and data services. The Information sector comprises establishments engaged in producing and distributing information and cultural products, providing the means to transmit or distribute these products as well as data or communications, and processing data. The main components of this industry are the publishing industries, including software publishing, the broadcasting and telecommunications industries, and the information services and data processing industries.

Industries by NAICS Code

- 341 Computer and Peripheral Equipment Manufacturing
- 3342 Communications Equipment Manufacturing
- 3344 Semiconductor and Other Electronic Component
- 3345 Navigational, Measuring, Electromedical, and Control
- 3346 Manufacturing and Reproducing Magnetic and
- 5111 Newspaper, Periodical, Book, and Directory
- 5112 Software Publishers
- 5121 Motion Picture and Video Industries
- 5122 Sound Recording Industries
- 5151 Radio and Television Broadcasting
- 5152 Cable and Other Subscription Programming
- 5161 Internet Publishing and Broadcasting
- 5171 Wired Telecommunications Carriers
- 5172 Wireless Telecommunications Carriers (except
- 5173 Telecommunications Resellers
- 5174 Satellite Telecommunications
- 5175 Cable and Other Program Distribution
- 5179 Other Telecommunications
- 5181 Internet Service Providers and Web Search Portals
- 5182 Data Processing, Hosting, and Related Services
- 5191 Other Information Services
- 5414 Specialized Design Services
- 5415 Computer Systems Design and Related Services
- 5416 Management, Scientific, and Technical Consulting
- 5417 Scientific Research and Development Services
- 5418 Advertising and Related Services
- 5419 Other Professional, Scientific, and Technical Services
- 8112 Electronic and Precision Equipment Repair and
- 8113 Commercial and Industrial Machinery and Equipment

Talent Development - Industry Clusters

The WIRED team has identified four primary industry clusters for the region: Information Technology, AgriTech and related businesses, Advanced Manufacturing, and Small Businesses/Entrepreneurs.

1. Gather Industry Information - Coordinated effort with Economic Development (ED), Workforce Development (WD), Community Colleges (CC), the regional Northeastern California Small Business Development Center (NECSBDC), the county based Small Business Development Centers (SBDC), and the State Labor Market Information Division (LMID).
Information to be collected includes:
 - a. Identify businesses in each cluster (name, location, products/services, employees/occupations/income)
 - b. Identify growth patterns (employment, company annual earnings)
 - c. Identify occupational skill gaps
 - d. Identify career ladders within each identified cluster.
 - e. Identify new/expanding business and supply chain opportunities
2. Develop Information, Training and Educational Support mechanisms -
 - a. Workforce - Provide information workshops on promising demand occupations (WD)
 - b. Workforce - Provide customized training for incumbent workers (WD, CC)
 - c. Workforce – Provide classroom education for skill shortage occupations (CC)
 - d. Workforce – Provide recruitment/screening/placement services for identified industry clusters/demand occupations (WD)
 - e. Entrepreneurs – Provide “Opportunity” workshops identifying business opportunities in the identified clusters (WD, ED)

Leveraged Resources - Manpower

Upstate California, a regional Economic Development association representing local, county-based Economic Development Councils, will take the lead in the industry cluster analysis. They will be supported by the Workforce Development system, particularly for direct business contacts and business focus groups. The State CC Contract Division will help with “Scans” of LMI data and related literature to identify training needs pertinent to the various CC districts in the region. The NECSBDC, the Community Colleges (local and State) and the State Labor Market Information Division will help to identify businesses and related information in each industry cluster.

The Workforce Development system will provide information and opportunity workshops, customized training and recruitment/screening and placement services. The Community Colleges will provide customized training and classroom education. The counties based Economic Development Councils will also help provide the opportunity workshops.

Leveraged Resources – Financial

The State Community College system, through its Economic and Workforce Development branch has special funding available to assist with the training/education costs. They offer an Industry Driven Regional Collaborative grant, and Flexible Training Funds to assist with employee and management training for locally identified industry clusters and sectors. There is currently one operated by Shasta College for the hospitality sector.

Entrepreneur Incubator - Wildcat Innovation Network

The Wildcat Innovation Network (WIN) is a technology-based business incubation and training center that harnesses regional business, workforce, government and academic resources to provide strategic counsel, operational guidance, employment and training, and infrastructure support to its member companies to help them transition from start-up ventures to successful innovation-based businesses. The mission of WIN is to develop an infrastructure for regional economic development while building technology-based firms to provide high-tech and value added jobs both in Greater Chico and throughout the Northern Regional Competitiveness Network in targeted industry clusters.

The WIN incubation and training center enables its member companies to successfully compete in the global marketplace by linking them with capital, cost-effective human resources support, and GCN's Innovation Business Genome which enables the start-up companies to gain accelerated access to high impact connections both locally and outside of the Northern California region.

Potential companies are required to submit a business plan focused on a new innovation-based product or service, have the potential to create jobs, and have six months of working capital.

The WIN incubation and training center is a key program of the WIRED initiative, and is operated by Golden Capital Network with specialized human resources and training assistance from NoRTEC. Member companies also grant a percentage of their equity to the WIN incubation and training center to help sustain the program in perpetuity. The WIN incubation and training center works with a variety of investors, a know-how network of professional services providers, outside industry experts, and others, for the benefit of its member companies. The WIN incubation and training center also maintains a virtual element and provides services to member companies located off-site throughout the Northern California Regional Competitiveness Network. The WIN incubation and training center will proactively reach out to CSU Chico and other Community Based Organizations that can add value to entrepreneurs, and the workforce they will need to grow their businesses.

Venture Communities - Innovation Business Genome Project

GCN created Venture Communities as a model program for regional partner organizations to build seed-stage investment capacity and support for entrepreneurs. GCN's regional partners in the Northern California Regional Competitiveness Network are local workforce investment boards, chambers of commerce, and universities. Venture Communities provides regional partner organizations with a web portal, process, templates and a series of "tried and true" branded events to recruit angel investors into the "spoke" angel fund networks, provide ongoing angel investment and entrepreneur education, and provide valued services to portfolio companies. It leverages technology to make high impact connections for portfolio companies through its Innovation Business Genome. The Innovation Business Genome combines local outreach to entrepreneurs and businesses in the targeted industry clusters with connections to a proprietary national database of technology companies, venture capitalists, angel investors, and business executives categorized by industry sector. The Business Genome is created in conjunction with Center for Economic Development at the California State University, Chico, and grows monthly through a sustained effort driven by business, information technology, and communications students working as special project interns. Through this process, WIRED partners are able to discern key data on the employment and training needs of businesses and entrepreneurs, provide timely information to partners across the Northern California region to share in developing region-wide programs, and make high impact local AND non-local connections for high growth businesses in the targeted industry clusters.

Innovation Business Genome Database	

<p>1. Contact info</p> <ul style="list-style-type: none">- Name- Phone- E-mail- Physical address- Position within Organization <p>2. Industry Expertise</p> <ul style="list-style-type: none">- i.e., the ones identified above, or others <p>3. Functional Expertise</p> <ul style="list-style-type: none">- i.e., administration, operations, manufacturing, marketing, technology, etc. <p>4. Markets of Interest or Expertise</p> <ul style="list-style-type: none">- local- regional- statewide- national- global (and which specific continents)	<p>5. How want to be engaged</p> <ul style="list-style-type: none">- Seeking capital- seeking advice- Seeing networking opportunities- Seeking talent- Seeking opportunities to mentor- Seeking opportunities to invest- Seeking opportunities to work for or be on the board of directors of <p>6. Company Workforce Needs</p> <ul style="list-style-type: none">- Current- Projected into the future- By function, by geography, by industry
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Budget DOL WIRED Funding Northern California Regional Competitiveness Network	
WIRED Year 1	
WIRED Related Travel/Meetings – Regional/State/Federal	\$50,000
Planning/Launching entrepreneurship series/workforce coordination, related staff development training - GCN	\$300,000
Coordinate planning with EDCs and SBDCs (NEC SBDC)	\$45,000
16 County One Stop costs of participating in the implementation of the WIRED project.- local allocation	\$443,000
16 County EDC costs of participating in the planning and implementation of the WIRED project - local allocation	\$73,000
4 regional EDCs costs of participating in the planning and implementation of the WIRED project - local allocation	\$20,000
5 regional SBDCs costs of participating in the planning and implementation of the WIRED project and staff development training - local allocation	\$65,000
STEM Partnerships and Technical Assistance	\$70,000
Talent Development - Training	\$50,000
Year 1 Total	\$1,116,000
WIRED Year 2	
WIRED Project Coordination	\$150,000
State Community College Business and Workforce Performance Improvement to coordinate planning with Contract Education and Flexibility grants	\$20,000
State Community College Small Business Development to coordinate planning with SBDCs.	\$20,000
NoRTEC to coordinate regional planning and training with 16 County One Stop Business Service staff - local allocations	\$162,000
Coordinate continued planning and implementation with SBDC's (NEC SBDC)	\$100,000
NoRTEC to modify online tracking system, as needed	\$25,000
NoRTEC to develop/modify website for WIRED business	\$25,000
Regional Partners Conference	\$35,000
Coordination of resources Incubator/Training Center	\$50,000
Planning/Launching entrepreneurship series/workforce coordination - GCN	\$250,000
16 County One Stop costs of participating in the implementation of the WIRED project - local allocation	\$585,000
Two regional Angel Investor/Entrepreneur Forums	\$25,000
WIRED Related Travel/Meetings – Regional/State/Federal	\$50,000
16 County EDC costs of participating in the planning and implementation of the WIRED project and staff	\$160,000

Northern California Regional Competitiveness Network

development training - local allocation	
4 regional EDCs costs of participating in the planning and implementation of the WIRED project and staff development training - local allocation	\$40,000
STEM Partnerships	\$25,000
Talent Development - Training	\$200,000
Year 2 Total	\$1,922,000
WIRED Year 3	
WIRED Project Coordination	\$150,000
State Community College Business and Workforce Performance Improvement to coordinate planning with Contract Education and Flexibility grants	\$20,000
State Community College Small Business Development to coordinate planning with SBDCs.	\$20,000
NoRTEC to coordinate regional planning and training with 16 County One Stop Business Service staff - local allocations	\$162,000
Coordinate continued planning and implementation with EDCs and SBDCs (NEC SBDC)	\$100,000
NoRTEC to modify online tracking system, as needed	\$25,000
NoRTEC to develop/modify website for WIRED business	\$25,000
Regional Partners Conference	\$35,000
Coordination of resources Incubator/Training Center	\$50,000
Planning/Launching entrepreneurship series/workforce coordination - GCN	\$250,000
16 County One Stop costs of participating in the implementation of the WIRED project.- local allocation	\$585,000
Two regional Angel Investor/Entrepreneur Forums	\$25,000
WIRED Related Travel/Meetings – Regional/State/Federal	\$50,000
16 County EDC costs of participating in the planning and implementation of the WIRED project and staff development training - local allocation	\$160,000
4 regional EDCs costs of participating in the planning and implementation of the WIRED project and staff development training - local allocation	\$40,000
STEM Partnerships	\$25,000
Talent Development - Training	\$200,000
Year 3 Total	\$1,922,000

Talent Development through Internships

9-12, Community Colleges, and Universities

As identified as one of the primary project components for the Northern California Regional Competitiveness Network's WIRED grant, it is proposed that we will launch a talent development effort. This will be designed to meet the needs of entrepreneurs, the workforce, and the professional staff that will be developing and delivering services. An integral part of creating a viable economy that will sustain entrepreneurial activity is to have a workforce that is educated and trained in the skills that will help to continue to grow new and existing businesses in the WIRED region.

A common area of weakness in Northern California is the inability to retain, foster, or develop a talented workforce. Many of the industries that have provided job opportunities and sustained employment for so many years have now begun to decline. This decline has subsequently displaced many seasoned workers as well as discouraged many potential younger workers from remaining in the area after finishing formal training or education. Another disparity of our region is the serious dropout rate in our high school systems across Northern California. An important role that the WIRED grant could play in turning this digression around is to not only identify new industries, but also be an information resource to educate 9-12 students as well as college-age students on the opportunities that do and will exist in our region. In effect, this will give older students a "buy-in" to stay in the area as well as give others who may go away to school, a reason to return once they have graduated.

One method of accomplishing this is to create an internship program linking 9-12, community college, and university students directly to companies in the communities. An internship is a period of practical training, carried out by a student within a company or organization. In some industries, cooperative education (co-op) programs fulfill a similar mission. In other industries, internships can be referred to as practicums, experiential learning opportunities, independent study programs, or even apprenticeship models. Some educational institutions refer to all of these under the term of experiential education. By creating opportunities within companies for students to fill, they are exposed to the types of businesses that are available in their own area. Often times students, particularly those at the community college and university levels, are unaware of the opportunities in a community because they are isolated within the academic structure of a university. Often younger age groups have no other influence outside of school to help guide them through future employment options. Opening up this communication between academia and the business world would not only create a bridge between employers and employees, but also move the region forward in terms of innovation.

The role that the Northern California Regional Competitiveness Network leadership team would play in the process would be to develop the internship program. Businesses would be identified in the innovative industries and who have potential positions that students could fill for a set amount of time. After researching other successful programs, the Network would create a planning guide, instructions for implementation, best practices, evaluation forms, tips for leveraging college and university relationships, and a synopsis of legal issues impacting internship programs. Schools throughout the 9-12 system as well as the community colleges and universities in the WIRED region would be contacted and asked to participate in the program. Here the One-Stop Centers could provide the necessary human resource element to the program and the Small Business Development Centers could connect the schools with potential participating businesses.

Again, the overall goal of this program is to provide opportunities, education, and training to students who are currently enrolled in the 9-12 curriculums or are in college level courses who are unfamiliar with the opportunities that are available in Northern California. The hope is to also provide guidance in what areas students may want to pursue further as they get older by giving them a taste of the "real world business experience." Businesses may find students who excel in the positions they are placed and in turn are able

to hire them on to more demanding positions. The internship could also serve as a training program, saving time and money for the companies.

Other ways in which businesses would benefit from the internship program are the following:

- Increased productivity – interns can complete project work.
- An early start on training future employees – more than 50 percent of interns return after graduation as full-time employees. Interns are a good way for an organization to fill its talent pipeline.
- An inexpensive recruiting tool. The opportunity to evaluate prospective employees while they're working for the organization can reduce significant costs in finding new talent.
- Up to 80 percent of students stay in the city where they have interned.
- New technology and ideas students bring from the classroom into an organization.
- Diversity in an organization's workforce.
- Internship programs are cost effective – interns are typically much less expensive than comparable full-time staff.
- Interns provide an opportunity to manage for mid-level staff – they are typically responsible for day-to-day direction of interns.
- An influx of youthful energy and fresh ideas – interns bring a different viewpoint to an organization.

Overall, the concept of the internship program would enhance the quality of the labor force and help the overall goal of sustaining business by utilizing WIRED funded activities.

Infrastructure Planning and Development

On an annual basis the regional U.S. Department of Commerce EDA-designated Economic Development Districts undergo the completion of a CEDS (Community Economic Development Strategy). As part of the effort, staff from the Districts conduct public forums and outreach meetings with local economic development organizations, and city and county public works and planning staff, to identify key infrastructure projects in their localities. The CEDS is then used as a method to establish funding priority for the infrastructure projects, particularly with respect to funding from EDA. Typical projects most often entail street and road improvements, local and regional sewer and water systems, and industrial and commercial park infrastructure to support new development.

Though this process is extremely important, it does not always adequately identify the infrastructure needs most vital to businesses, and particularly those involved with innovation. For example, extension of broad band services throughout the entire region, and enhancements to regional airports are two extremely critical elements necessary for support innovation-based businesses.

To this end, the Northern California Regional Competitiveness Network will work with staff responsible for completing the various CEDS in the region to ensure that additional meetings and public forums are held not just with public sector planning and public works staff, but also with executives from employers; particularly entrepreneurial ventures – to assure that the public infrastructure needs identified in the plan are consistent with the needs of high growth ventures.

Additionally, WIRED partners will work closely with staff members responsible for completing the CEDS to assure that the projects identified by the businesses are included as priorities, and that a forum is created so that these public infrastructure projects receive a high priority within the context of the WIRED project

so that potential funding opportunities (whether federal, state, local, private or foundation) can be most efficiently identified and accessed.

***Golden Capital Network (GCN)
WIRED Funded Projects and Activities***

GCN Projects Specific to Goals and Strategies:

Strategy (1) - Public/Private Partnership

Goal 1.1

Design and implement a Core Program of services to provide direct business service assistance to identified entrepreneurs and the targeted industry clusters.

Project: 1.1a

Goal 1.2

Design and implement a number of Regional Support programs to foster entrepreneurial growth.

Projects: 1.2a, 1.2b

Goal 1.3

Organize an Angel Investment Network dedicated to funding promising local businesses.

Projects: 1.3a, 1.3b, 1.3c, 1.3d

Strategy (2) - Infrastructure

Goal 2.2

Soft infrastructure focus will be on efforts to include industry analysis, market development and advisory services.

Project: 2.2a

(The Innovation Business Genome Project is an innovative and unique GCN effort. Please see appendix in Plan for full description.)

Strategy (3) - Talent Development

Goal 3.1

Provide information, education, and training assistance to encourage, develop and assist entrepreneurs and the targeted industry clusters.

Projects: 3.1.b.1, 3.1.b.2, 3.1.c. 1, 3.1.c.2, 3.1.c.4

Goal 3.2

Provide in-service training to meet Professional Staff Development needs.

Project: 3.2.a

Goal 3.3

Provide Education and Training needed to develop a skilled Workforce.

Projects: 3.3.a, 3.3.b

(GCN will coordinate and organize the “Future Forums” and disseminate post event knowledge for integration. This is an intensive effort. Please see pages 12 – 14 of the Plan and appendix for detail.)

GCN WIRED Funded Activities:

- Plan, organize and present sector-focused forums in the Four Targets of Opportunity Industry Clusters to identify employers, raise visibility about workforce needs and opportunities, and provide information on available resources for businesses and entrepreneurs (3.1.c.1-5)
- Showcase local growth companies in the targeted industry clusters through public forums to better link the workforce to employment opportunities, and also to identify critical skills gaps as observed by growth companies (3.1.a.2)
- Create a targeted database within each of the targeted industry clusters that includes employers, labor, professional services, investors, etc. to ensure appropriate linkages can be made at the earliest possible juncture (2.2.a) (3.1.a.1) (3.1.a.2) (3.1.a.3)
- Create a web-based platform to bridge remote geographies in the large North State region, and use the platform to showcase targeted businesses, regional services and employment opportunities (2.2.a)
- Identify and categorize targeted industry clusters as well as growth and emerging sectors (2.2.a)
- Link businesses in the targeted industry clusters to various public, private and nonprofit services, including workforce investment, lay-off aversion, and other critical support resources essential to assure healthy growing businesses who can provide high wage, high growth jobs (3.1.a.1-3)
- Assist in identifying business assistance services to reduce the rate of failure of new and emerging businesses (1.1.a)
- Provide entrepreneur training and related services to employers in the targeted industry clusters (3.1.b.1-b.4)
- Manage, participate, and facilitate in local business resource centers (incubators) to provide technical assistance to small and new businesses. (1.2.b)

- Implement and manage business incubation by linking support services with entrepreneurs (1.1.e) (1.3.c) (2.1.a)
- Provide and disseminate information on public and private services to employers (2.1.a) (1.3.b)
- Determine employment/staffing needs of employers in the targeted industry clusters and the skill sets and training needs required by the businesses (1.1 a)
- Gather primary data from employers in the targeted industry clusters for trend analysis on workforce-related and other business services needs (1.1.a)
- Link angel investors with community, workforce and economic development efforts to bridge relationships and provide the support and technical assistance to small and new businesses; (1.1.e) (1.3.a) (1.3.c) (3.1.c.1)
- Link innovation-based companies with workforce investment efforts; and provide information on the targeted industry clusters at various regional events particularly as it relates to employment and training needs, and information and technical assistance to small and new businesses. (1.3.b) (1.3.c)
- Provide information about innovation sectors and workforce needs and ways to enhance workforce skills to help the companies succeed and enhance the regional economy (3.1.a-1a – 3.1.c1-5)
- Develop Internship program around linking graduating students with local businesses (1.2.c) (3.1.c.2)
- Assist in the develop of peer to peer business support programs (3.1.b.4)

WIRED - All Resources



Source: Center For Economic Development, ESRI Arc GIS
Ratio: 1:2,000,000