



Mendocino Opportunity for Building a Vibrant Economy

MOVE 2030 Action Plan

Marie Jones Consulting
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Acknowledgements

MOVE 2030 Steering Committee

The following people participated in the steering committee for this project:

Hon. Dan Gjerde, County of Mendocino, 4th District | **Hon. Ted Williams**, County of Mendocino, 5th District | **Carmel Angelo**, CEO County of Mendocino | **Brent Schultz**, Dir. Building /Planning, County of Mendocino | **Darcie Antle**, Deputy Chief Exc. Officer, County of Mendocino | **Mary Anne Petrillo**, CEO West Business Development Center | **Paul Garza**, West BDC Chairman of the Board | **Una Wirkebau**, MOVE 2030 Economic Coordinator | **Jesse Burnett**, Interim Director EDFC | **Diann Simmons**, EDFC | **Megan Barber-Allende**, CEO Community Foundation | **Jeff Tyrrell**, Project Mgr Community Foundation

Additionally, the following people acted as conveners (Champions) for the Action Teams:

- **Mendo Thrive Action Team:** Jim Mayfield, Barbara Burkey, and Gerry Gonzalez
- **Diversify Industry Action Team:** Maureen Mulheren and Jessica Morsell-Haye
- **Resilient Infrastructure Action Team:** Jim Roberts and Lucresha Renteria
- **Tech-Up Mendocino:** Michelle Hutchins and Glenn McGourty



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EXECUTIVE SUMMARY

This MOVE2030 community Economic Action Plan is a “draft” for a coordinated economic development effort in Mendocino County. It is a “draft” because it is a living document that will morph and change to reflect the work priorities of all who are ultimately involved in implementation. It is a touch stone for coordination for individuals and organization moving the multiple action items forward.

This action plan was formulated by the community through a community driven process in the fall of 2020. The initiative started with a virtual meeting of over eighty community leaders (activists, business owners, representatives, non-profit managers, educators, etc.) which resulted in the formulation of four Action Teams focused on: 1) entrepreneurial growth and business attraction (Mendo THRIVE); 2) diversification of our economy (Diversify Business); 3) increasing technology education and adoption (TechUP) and 4) creating more resilient infrastructure (Resilient Infrastructure).

The Action Teams met on multiple occasions over a two-month period to identify challenges, develop and prioritize solutions, and detail the solutions into action items with achievable tasks. Participants come from a mix of business, government and the non-profit sector and include business owners, the employed and the self-employed. Consequently, this document captures the input of many voices and many styles. The strategies are grounded in the reality of team members’ knowledge, skills and connections. The plan includes many little gems that would not be found in a typical Economic Development study. This non-traditional approach resulted in a truly “Mendo Made” document that includes both practical solutions as well as a couple of very ambitious efforts/ideas. As it developed organically, some of the Action Items are more detailed than others, depending on the author. The consultant took care to retain original intent and did minor editing for evenness.

The Action Items of this plan are presented in order of priority and as developed collaboratively by the Action Team as summarized below:

The **MENDO THRIVE ACTION TEAM** focused on developing resources and efforts in support of entrepreneurship, techniques to support and grow existing business, and strategies to attract new businesses to the area. The team identified five primary Action Items as summarized below:

- **Action Item 1: Virtual/Mobile Permitting Process:** this action item is focused on: 1) improving & expanding the on-line permitting process to increase community access and predictability; 2) Establishing a Mobile Permitting Service for rural areas, and working with policy makers to simplify permitting requirements and process.
- **Action Item 2: Advisers/ Mentoring:** this action item seeks to create industry specific advisory boards and mentors for start-up and young companies.
- **Action Item 3: Startup Virtual Incubator.** This action item is dedicated to creating first a virtual incubator to assist startup companies in this recession and possibly to launch an actual incubator.
- **Action Item 4: Strengthen Mendocino Business Development Program.** This item seeks to entice and support business growth in Mendocino County. It includes developing an effective promotional program, use of AI as an interface and establishment of a business focused ombudsman.
- **Action Item 5: Improve Small Business Operations.** This action item strives to use multiple best practices to help business owners with finance, management and HR issues and the entrepreneurial ecosystem by expanding access to capital, cultivating a creative culture, improving the business climate and increasing business connectivity.

The **DIVERSIFY INDUSTRY ACTION TEAM** is focused on serving the needs of our rural areas, strengthening our restorative business sector, connecting youth to employment opportunities, and working to make our community more inviting to creatives.

- **Action Item 1: Focus on Economic Opportunities & Needs of Rural Areas:** focuses on strengthening missing components of the economy, hiring a regional grant writer or grant writing team, revising planning regulations to encourage manufacturing and mixed-use in rural downtowns, and creating a “Big MAC” to coordinate regional leadership.
- **Action Item 2: Strengthen our "restorative" business sector** is dedicated to creating networks and partnerships amongst our restorative businesses.
- **Action Item 3: Connect Youth to Employment Opportunities** seeks to develop internship programs for youth in partnership with Mendocino College.
- **Action Item 4: Attract and support creatives in our region** is focused on partnering with artists and non-profits and government (planning regs) to populate public spaces with public art and to create beautiful downtown creative spaces that includes multi-purpose artist workspace and retail space and Artist Residency Programs.

The **TECH-UP ACTION TEAM** is focused on a variety of strategies to increase technology utilization at every level in our community, including in schools, at businesses and as part of our shop local efforts.

- **Action Item 1: Increase access to Computational Thinking (CT) and Computer Science (CS) for all students in Mendocino County** is focused on supporting further integration of teaching tech to students and providing support for teacher adoption of computational thinking and computer science learning opportunities for kids.
- **Action Item 2: Cohort Teaching or Peer to Peer Tech Learning** seeks to improve tech adoption by businesses in classes and user group through MCOE and the West Company Salone.
- **Action Item 3: Create a TechUp Mendocino Awareness Campaign** is dedicated to changing business owner's hearts and minds to integrating businesses into existing tech and portals
- **Action Item 4: Implement “shop MENDO local” program** seeks to evaluate local on-line commerce and determine what is working and what needs improvement, showcase local businesses tech integration success and develop a Marketplace Portal for online shopping and delivery services in Mendo County.

The **RESILIENT INFRASTRUCTURE ACTION TEAM** is focused on strategies to get the word out about existing alternative energy programs and developing local small-scale demonstration infrastructure projects that increase our resilience.

- **Action Item 1: Promote/Educate about existing Resilient Energy programs,** seeks to get the word out about existing State programs such as the Self-Generation Intensive Program and Property Assessed Clean Energy programs, as well as implementing some small pilot demonstration programs.
- **Action Item 2: Work with Partners to Explore feasibility of Micro-Grids in Small Communities,** is focused on researching model micro grids from other communities, researching funding opportunities, and working with locals to identify potential project sites in rural Mendocino County.
- **Action Item 3: Encourage Solar Power Storage & Power Locations for Emergency Power Shuts Offs.**

Conclusions & Recommendations

This community-based economic development effort utilizes the power of locals who are taking a lead role in the economic revitalization of our community. This list of Action Items has the potential to create lasting positive economic change. However, to move the Action Plan forward, public and private partners will need to collaborate on the plan implementation. Some keys to success will include:

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- **County Collaboration.** Mendocino County will need to actively participate in some Action Items, especially around regulatory change to support community and business development.
 - **Business Community.** Industry and business groups should be involved in shaping the Action Plan and plan implementation where feasible. Next steps could include meetings with industry and business groups to get feedback regarding the action items and additional ideas for implementation. It would be ideal if the business community could play a lead role in the further shaping and implementation of the plan.
 - **Non-Profit Organizations.** This Action Plan should be “shopped” with local non-profit organizations that are engaged in economic development to identify potential for collaboration and to minimize duplication of efforts and maximize effectiveness. This would include identification and coordination of non-profits to work on specific Action Items.
 - **Funding.** Additional funding will help move this action plan forward. Some of the funding could consist of in-kind dedication of staff resources for plan implementation by County and non-profit organizations. Additional grant funds could be secured and used to implement specific action items in the plan and for plan coordination. This Action Plan could be used for grant writing efforts.
 - **Plan Coordination.** An effort of this magnitude will require ongoing coordination at: 1) the leadership level through the MOVE 2030 Steering Committee; 2) at the Action Team level; and 3) at the staff level with non-profit, government and business partnerships.

INTRODUCTION

Background

The Move2030 Action Plan process was initiated on August 12, 2020 with a zoom presentation/meeting regarding our current economic situation and conditions within Mendocino County. Over eighty community leaders (activists, business owners, representatives, non-profit managers, educators, etc.) participated in this virtual meeting. At the close of the meeting all were invited, and over half of the participants volunteered, to form and join one of four Action Teams.

Community Engagement

Over the course of two months, each action team meet three times and collaboratively developed an Action Plan to address challenges and issues that the team identified as the most important and achievable given their volunteer effort.

- At the initial team meeting, participants brainstormed challenges and opportunities in their specific topic area and a list of potential action items.
- Action items were prioritized by the team members via an internet-based survey.
- At the second meeting, the team as a group tackled the four to five top priorities from the survey and started to develop more details for each Action Item including a set of discrete tasks. People volunteered to be Action Item leads to further develop the implementation plan before the third meeting
- At the third meeting the lead person for each action item presented the expanded task list to the team. Team members made suggestions and signed up to work with the lead to accomplish identified tasks for the Action Item. Follow up meetings were scheduled for October.
- While two of the groups developed mission statement, two did not settle on a specific mission.

The members of each action team are noted below.

Action Teams

The Action Teams include the following members:

1. Diversify Business Action Team

Mission: “Support resilient and restorative businesses that provide diverse jobs to diverse people.”

Community Champions: Maureen Mulheren, Jessica Morsell-Haye,

Members: Tim Karas, Jamie Peters-Connolly, Jesse Burnett, Kelda Britton, Paul Garza, Ted Williams, Una Wirkebau, Jessica Stull-Otto, Karen Arnold, Sarah McCormick, Cally Dym, Alyssum Wier, Dan Gjerde, Marie Jones, Patty Bruder, Leanna Birge and Mary Anne Petrillo.

2. Resilient Infrastructure Action Team

Mission: “Increase access to, and development of, resilient infrastructure (solar power, battery access, water storage) throughout our community.”

Community Champions: Jim Roberts and Lucresha Renteria

Members: Jessica Stull-Otto, Phoenix Trent, Cally Dym, Nephele Barrett, Leanna Birge, Sarah Kincade, Cheri Adams, Clara Shook, Karen Sequeira, Jessi Alvarado, Crispin B. Hollinshead, Patrick Hentschel, Jeff Tyrrell, Jeffrey Parker

3. **MENDO THRIVE Action Team**

Community Champions: Jim Mayfield, Barbara Burkey, and Gerry Gonzalez

Members: Jessi Alvarado, Phoenix Trent, Barbara Burkey, Jeremiah Murphy, Tiffany Gibson, Mari Rodin, Stacey Caico, Jon Kennedy, Charles Sargenti, Jon Frech, Leanna Birge, Traci Pellar, Jim Mayfield, Mary Anne Petrillo, Courtney DeGraff, Chris Boyd, Linda Francis, Juan Orozco, Amanda Reiman, Tiffany Gibson, Diann Simmons, Paul Garza, Una Wirkebau, Crispin Littlehales, Patty Bruder, Tom Murphy, Laura Carrithers, Gerardo Gonzalez, Jon Kennedy, Clara Shook.

4. **Tech Up Action Team**

Community Champions: Michelle Hutchins and Glenn McGourty

Members: Ted Williams, Tim Karas, Una Wirkebau, Michelle Hutchins, Emily Ellickson-Brown, Jini Reynolds, Glenn McGourty, Jeff Tyrrell, Jon Kennedy, Mary Anne Petrillo, Clara Shook

Action Plan Development

This document was developed from a large PowerPoint slide deck which was itself developed through a collaborative team-based process. This community driven approach is significantly different from the typical consultant prepared economic development plan as detailed below:

- The approach engaged a wide swath of our community in the identification of economic problems and the development/implementation of solutions (Action Items). Participants come from a mix of business, government and the non-profit sector and include business owners, the employed and the self-employed. Consequently, this document captures the input of many voices and many styles. It brings both a richness to the topic and a little bit of unevenness in quality. MJC endeavored to address some of this unevenness without losing peoples' voice.
- The strategies are grounded in the reality of team members' knowledge, skills and connections. The plan includes many little gems that would not be found in a typical Economic Development study. This non-traditional approach resulted in a truly "Mendo Made" document that includes both practical solutions as well as a couple of very ambitious efforts/ideas. As it developed organically, some of the Action Items are more detailed than others, depending on the author. The consultant took some care to retain original intent and did just a bit of editing for evenness. Similarly, not even task within an Action Item has a lead or volunteers, because while an idea may have merit, the volunteers may not have felt that they had the expertise or the time to implement it now.
- The plan development process benefited from significant volunteer work from community members in a time of limited funding & limited County staffing. Many economic development plans sit of a shelf because there is typically limited engagement of the community in the development of the plan. This was not that case here. Volunteer effort and enthusiasm coupled with agency commitment will hopefully result in a living document that organizes our efforts rather than a beautiful document that sits idling on a shelf.
- Follow through will depend on: 1) continued volunteer efforts during a very challenging time; 2) securing resources (grants and people) to help implement our plan; 3) effective

coordination and work by governmental and non-profit agencies; and 4) a commitment by all to an new process that may well have tangible results depending on the level of effort that we all put into implementation of our Action Plan.

2030 COMMUNITY ECONOMIC ACTION PLAN

The Action Items of this Action Plan are presented in order of priority and as developed collaboratively by the Action Team. Very light editing has been completed to clarify points, standardize formatting, and provide details regarding the purpose of each action item. Each section includes a brief overview of the action items, followed by a detailed action plan for the team.

1. Mendo Thrive Action Team

Overview

The Mendo Thrive Action Team focused on developing resources and efforts in support of entrepreneurship, techniques to support and grow existing business, and strategies to attract new businesses to the area. The team identified three primary Action Items as summarized below:



- **Action Item 1: Virtual/Mobile Permitting Process:** this action item is focused on:
 - 1) improving & expanding the on-line permitting process to increase community access and predictability;
 - 2) Establishing a Mobile Permitting Service for rural areas, and working with policy makers to simplify permitting requirements and process.
- **Action Item 2: Advisers/ Mentoring:** this action item is focused on creating industry specific advisory boards and mentors for start-up and young companies.
- **Action Item 3: Startup Virtual Incubator.** This action item is focused on creating first a virtual incubator to assist startup companies in this recession and possibly to launch an actual incubator.
- **Action Item 4: Strengthen Mendocino Business Development Program.** This item seeks to entice and support business growth in Mendocino County. It includes developing an effective promotional program, use of AI as an interface and establishment of a business focused ombudsman.
- **Action Item 5: Improve Small Business Operations.** Many small businesses owners have limited business skills, especially in the areas of finance, management, HR and marketing. This action item strives to use multiple best practices to help business owners and the entrepreneurial ecosystem expands access to capital, cultivates a creative culture, improves the business climate and increases connectivity.

Each of these Action Items is further detailed below with specific actionable tasks and steps.

Action Item 1: Virtual/Mobile Permitting Process

Challenge: Excessive review time for permitting, uncertain permitting process, inconsistent permitting information provided to businesses, difficult access from rural parts of the county.

Task 1.1 Improve & Expand the On-Line Permitting Process to Increase Community Access

- Expand the types of permits that can be submitted online to include all “over the counter permit applications” and discretionary permit applications as feasible.
- Provide help (zoom conference calling) with submittal of quality on-line applications. Provide scheduled zoom meetings for planning and building questions. Need a location with remote access in each rural community. Provide application checklists, “how to” brochures, etc.
- Hire contract planners (under retainer) to reduce permit processing time for planning permits.
- Tech fixes: Use “AI” to take people through a series of permitting questions to direct them into the correct series of permits and to complete the routine data collection for the planner. Get a shorter URL to the PBS page.

Action Item Lead(s): Gerardo Gonzales, Jessi Alvarado, Crisin Littlehales, Brendt Schultz
Partners: County BOS, County Dept of Planning & Building

Task 1.2 Establish a Mobile Permitting Service for Rural Areas

- Establish a Mobile Permitting Process in the rural centers the County such as Covelo, Anderson Valley, Elk.
- Planner could come one day a month, with advance appointments scheduled online with some drop-in hours in a rural Library or tribal office. County could train a local volunteer to provide basic planning info.
- Combine with work of Ombudsman.
- Do a test run to see if it works and then continue to improve based on feedback.

Action Item Lead(s): Gerardo Gonzales, Jessi Alvarado, Crisin Littlehales, Brendt Schultz
Partners: County BOS, County Dept of Planning & Building

Tasks 1.3 Work with Policy Makers to Simplify Permitting Requirements and Process.

- Provide a one stop permitting process at the County. Cities already have one-stop permitting.
- Work to make the County procedures and planning interpretations clear and consistent between planners.
- Rewrite and streamline the business license ordinance. Eliminate the requirement to final all building permits for home-based businesses.
- County should look at the possibility of streamlining their permitting process.

Action Item Lead(s): Chris (not lead), Charles Sargenti (tentative), Brendt of P&B
Partners: County BOS, County Dept of Planning & Building

Action Item 2: Business Advisers & Peer-to-Peer Mentoring

Challenge: Many businesses owners are relatively less sophisticated and would benefit from peer-to-peer help that is effectively marketed and coordinated.

Task 2.1 Develop a County-wide “umbrella partnership” for advisors and mentors FIRST

- Use an overriding collaborative entity with one name and one brand “earn” / with a strategic plan for Mendocino County. ED of WFDB will provide a presentation on the earn network. – Stacy
- Identify and partner with entities who can provide mentoring.
 - West Business Center
 - Explore partnerships with NCO re farm & food business, SC.O.R.E. & TAP ROOT foundation - Stacy, Phoenix, and Jessi. Caroline Redichi from Food Hub.
- Identify people who would want to serve on the mentors and mentor board.
- Define the purpose and roles of the volunteer advisers.

Lead(s): Paul Garza, Leanna Birge, Phoenix Trent, Stacey Caico, Jessi Alvarado

Task 2.2 Develop Industry Specific Advisors

- Develop industry specific partnerships to create advisors for manufacturing, restaurant, hospitality, retail, etc. for startup businesses to get advice and help with problem solving.
- Need to promote the idea/market/need for mentoring – advisory committee.
- Key challenge is lack of collaboration and inland vs coastal. Need to approach this as one county with lots of representation from around the county.

Lead(s): Paul Garza, Leanna Birge, Phoenix Trent, Stacey Caico, Jessi Alvarado

Task 2.3 Develop Universal Marketing

- Develop a marketing & outreach plan to potential users which is linked to licensing and permitting in the cities and county
- ONE brochure with easy to follow steps.
- ONE location for the permitting **and** work force help.
- ONE overall mission.

- Identify funding for this.
- Use industry champions to drive this project to improve its relevance to business.

Lead(s): Paul Garza, Leanna Birge, Phoenix Trent, Stacey Caico, Jessi Alvarado

Partners: Use existing trade groups: NCO, MCA, West Business Center, Wine Growers, Farm Bureau, Work Force Alliance of the North Bay., Visit Mendocino, Industry sector partnerships, EDFC, Chambers of Commerce, Mendocino Arts Council, Mendocino Redwood Corp, Healthcare, Lodging Association, Mendocino College, Ukiah Adult School.

Action Item 3: Start Up virtual incubator

Challenge: *In this time of a potential recession, there will be many start-ups formed as people are laid off. The Action Team could assist these fragile startups with a virtual incubator and maybe a fixed asset incubator, as feasible.*

Task 3.1 Develop a Public/Private Partnership to Manage a Virtual Start-Up Incubator

- There's significant overlap between the incubator and other proposed/existing efforts, notably mentoring, biz plan writing, and the good work of WestBDC. We incorporated some ideas, but focused on "hatching" startups, then referring them to West et al.
- Our idea of an incubator is virtual/physical hybrid, not the costly, long-term, on-prem labs that dominate BizDev circles. We focus on a short-term nurturing program to help residents move confidently from an aspiration to start-up launch – then move on.
- Our road map to launch follows an aggressive – but *do-able* – 3-month timeframe because this is an urgent need in the Covid era. Testing ideas is built into our plan, and as ideas evolve, plan details and timing will shift quickly. ("Fail Fast" philosophy).

Lead(s): Jessica Alvarado, Jesse Burnett, Linda Francis, Diann Simmons, Tom Murphy

Task 3.2 Define Community Needs: What do potential clients really need from an incubator?

Underway - Completion Date: October 1

Attributes (First Round):

- Nurture: Help individuals shape an aspirational idea into a startup that's ready for existing support (West et al)
- Encourage: Help applicants gain confidence to forge ahead to turn a "dream" into a reality.
- Inclusion: Help to break down cultural barriers that may hinder businesses.
- Assess: Provide realistic assessments (SWOT) of each individual/business (skills, funds, staff)
- Plan: Help individuals create a basic business plan (*Note: This is urgent for many.*)
- Structure: Create a sense of continuity, with limits, with a consistent and available "coach."
- Connect: Help the individual access existing resources they may need to succeed.
- Flexible: Adapt to needs of our clients, not vise-versa (hours, location, virtual/physical)
- Space: Workspace for those who need it – some might – but this isn't about providing an office and Wi-Fi.
- Free: This incubator should be free to users as a community investment that yields financial returns to the community.

Lead(s): Jessica Alvarado, Jesse Burnett, Linda Francis, Diann Simmons, Tom Murphy

Task 3.3 Define Incubator: How can we best serve clients and the broader community?

Underway – Completion Date: October 1

Attributes (First Round):

- Finite: A limited (3 mo?) program that fills a specific gap: We help "hatch" ideas and nurture startups until they can fly.
- Accessible: Virtual and/or physical, but some F2F *required* (weekly?). Strong 24-7, resource-oriented website.
- "Woke:" Aware of cultural challenges in diverse communities within Mendocino Co.
- Encouraging: Unabashedly supportive of applicants accepted into the program. "Championing" clients.
- Candid: Positive, respectful feedback of weaknesses along with strengths.

- Focused: The client is our *raison d'être*. More important than “chasing cash,” voluminous studies, or space occupied.
- Humble: We acknowledge we cannot fulfill every dream. We can only help dreamers do that.
- Agile: Keeping it simple and moving quickly is the best strategy to meet goals of serving our clients.
- Metrics: Develop clear measures of success: eg, how many “dream” startups launched? Client evaluations.
- Small: We'll accept a limited number of clients/applicants per term (10?). Emphasis on those we can help the most.
- Funded: Find traditional and non-traditional support for the incubator, such as grants (RDA?), GoFundMe, biz leaders, etc.
- Agnostic: Can help county-centric sectors (eg: specialty ag), but open to any business of any size (eg: food truck).

Lead(s): Jessica Alvarado, Jesse Burnett, Linda Francis, Diann Simmons, Tom Murphy

Task 3.4 Assess Resources: What do we need and what is available?

Completion Date: October 15

Timely, Smaller Steps:

- Build our team. We can't do this with six PT committee members (Late September) - need 4 to 5 FTEs
- Assign individuals/teams to pursue “parts” of incubator (eg: funding, program, space, etc) (Late September)
- Program: Write “syllabus” of core incubator program (Draft October 7, revise by Mid-October)
- Plan, refine, finalize. Write, refine, finalize Draft Business Plan (Late-September to Mid-October)
- Budget: Draft initial budget as part of planning process (Mid-October)
- Contact Mendo College, possibly UC or CSU about possible participation (Late September)
- Identify/pursue a centralized “space” for physical portion of program (Mid-October)
- Create list of potential near-term/long-term funders / donors / space (Mid-October)

Lead(s): Jessica Alvarado, Jesse Burnett, Linda Francis, Diann Simmons, Tom Murphy

Task 3.5 Set Mission and Vision Statements, Finalize Draft Plan

Completion Date: November 1

Timely, Smaller Steps:

- Define a vision statement that blends those factors into a coherent strategy (early-October)
- Define the mission of the incubator (early October)
- Submit draft business plan/budget for preliminary review by Move2030 leaders, BizLeaders, academics) (mid-October)
- Submit revised plan for final approval (Move2030, BoS) (November 1)

Lead(s): Jessica Alvarado, Jesse Burnett, Linda Francis, Diann Simmons, Tom Murphy

Task 3.6 Execute Plan: Approve, Fund & Launch

Completion Date: January 4

Timely, Smaller Steps:

- Secure Final Approval of Plan and Budget (mid-November)
- Recruit/interview key team members (TBD - counselor, staff?) (December 1)
- Finalize Funding for opening (December 1) - Patty for MCO could help with grant writing. Marie Jones for grant writing.
- Fiscal sponsor- West or NCO?
- Team: Select key team members (mid-December)
- Marketing: Reach out to potential client pool (December 1)
- Space: establish space as needed (mid-December)
- Launch: Open the doors and website (Current target: Monday, January 4) Post Launch (through May)
- Review: Review performance monthly based on metrics, fine-tuning as needed. (Biweekly in Q1)
- Evaluate: Quarterly reviews to assess if incubator is fulfilling its mission, following plan, meeting metrics. (mid-April)
- Adapt: Adjust operational plan as needed (May)

Lead(s): Jessica Alvarado, Jesse Burnett, Linda Francis, Diann Simmons, Tom Murphy

Action Item 4: Strengthen Mendocino Business Development Program

Challenge: *Develop a business development program to entice and support new business development in Mendocino County. Establish Mendocino as a business-friendly environment.*

Task 4.1 Establish a Public/Private Partnership to Develop a Scope of Work, Governance and Process

- How its funded: Seek out grants.
- Establish funding partners (private sector, agencies, banks, real estate etc.).
- Who will benefit: Develop the political support from cities and the County.

Lead(s): Amanda Reiman, Mary Anne, Jessi (support), Jim Mayfield

Task 4.2 Create a Package of Promotional Materials to “Bring your Business” Here

- Video, flyers, case studies
- Engage with state and national agencies to create a media outreach campaign
- Call to Action: go to “guided” web portal
- Connect with hospitality sector to reach out to visitors who may want to move a business here.

Lead(s): Amanda Reiman, Mary Anne, Jessi (support), Jim Mayfield

Task 4.3 Utilize “guided” AI interface to provides potential businesses with targeted information

- From the portal develop a pipeline of individual business leads to be contacted and nurtured
- Provide interested parties with easy access to specific information on requirements for launching a business in county
- Create a more effective referral and assistance system

Lead(s): Amanda Reiman, Mary Anne, Jessi (support), Jim Mayfield

Task 4.4 Ombudsman: the Mendocino Business Advocate - Actual Human

- Create and Grow a pipeline (tradeshows, meetings etc.).
- Nurture leads.
- Convener and Connector.
- Always there for the client first.

Make the economic case for doing this program: Saves money, time, etc....

Metrics: Establish baseline data on current business? How many people complete the business process today? How do people perceive Mendocino county busines process? How many people complete the licensing process?

Funding: Grant, Visit Mendocino, Cannabis tax fund, EDA, COVID/Disaster funding

Goal: Attract individuals who want to bring their business here. Support people who live here and want to grow a business. Simplify the process to launch with guidance at the county level using a combination of technology & personal engagement.

Assets: West Center has specialized building and planning People

Action Item Lead(s) Amanda Reiman, Mary Anne, Jessi (support), Jim Mayfield

Partners: County BOS, County Dept of Planning & Building, city mgr.

<https://www.aurigo.com/products/online-public-permitting-process-software/>

<https://opencounter.com>

Lead(s): Amanda Reiman, Jim Mayfield, Mary Anne Petrillo

Action Item 5: Improve Small Business Operations

Challenge: *Many small businesses owners have limited business skills, especially in the areas of finance, management, HR and marketing. Additionally, our County has a relatively shallow entrepreneurial ecosystem: many of the qualities of the economy that create an entrepreneurial powerhouse like the Silicon Valley are missing here.*

Task 5.1 Provide Assistance to Teach People how to Run a Business: through Consulting, Short Courses, Peer-to-Peer Assistance, Mentoring.

- Businesses need access to local services (i.e. a design consultant, etc.).
- Every small business is really different, so cookie cutter approaches do not work.
- Create collaboration among business owners.
- Business need formal, structured technical assistance.
- Mentoring and peer-to-peer goes far to help people become motivated.
- Challenge: better collaboration with government agencies (esp. at the point of business licensing/permitting)
- Challenge: businesses are unaware of services available.
- Challenge: Many business owners are concerned that services provided will be expensive, too time-consuming.

Lead(s): Mary Anne Petrillo, Stacey Caico, Tim Karas, Paul Garza, Jessi Alvarado will help with outreach in Covelo

Partners: West SBDC, EDFC, Mendocino College, Workforce Alliance of the North Bay

Task 5.2 Develop an Entrepreneurial Ecosystem

- Expand Capital – micro-lending, economic development lenders, CDFI's, training on loan applications, online access to finance experts, special loan products for rural areas, angel-level venture capital.
- Cultivate Creative Culture – embrace creative people, value creativity, seize opportunities to solve problems, emphasize the future, welcome new ideas, coaching, friendly regulatory environment, think "local first", analyze supply chains and incentivize local businesses to fill gaps, host pitch contests (StartUp Mendocino), 'buy local' programs
- Climate (government) – positive regulatory approach, reduce barriers to entry, give procurement preference to local suppliers, support/invest in business capital
- Coaching - One-on-one mentoring and advising, business classes, workshops on specific topics, online learning, and peer learning
- Expand Connections - or social capital help with information flows, mutual aid, collective action, supply networks, develop a community mentality, connections to critical support, emphasize export products.
- Challenge: outreach to business owners in remote rural areas. (circuit – Workforce Alliance bus)
- Challenge: market awareness for remote rural area businesses (Covelo, Pt. Arena, Gualala, Laytonville, etc.).
- Challenge: businesses need to understand market expansion
- Challenge: businesses need to stay current and engage in innovation.
- Challenge: Overcoming the fear of 'free' for West BDC and other support services.
- Challenge: Create awareness of the wide net for technical assistance providers available to address specific needs.

Lead(s): Mary Anne Petrillo, Stacey Caico, Tim Karas, Paul Garza, Jessi Alvarado, Crispin Littlehase

Partners: West BDC, EDFC, Mendocino College, Workforce Alliance of the North Bay

2. Diversify Industry Action Plan

Overview

The Diversify Industry Action Team is focused on serving the needs of our rural areas, strengthening our restorative business sector, connecting youth to employment opportunities, and working to make our community more inviting to creatives.



- **Action Item 1: Focus on Economic Opportunities & Needs of Rural Areas:** focused on strengthening missing components of the economy, hiring a regional grant writer or grant writing team, revising planning regulations to encourage manufacturing and mixed-use in rural downtowns, and creating a "Big MAC" to coordinate regional leadership.
- **Action Item 2: Strengthen our "restorative" business sector:** by creating networks and partnerships amongst our restorative businesses.

- **Action Item 3: Connect Youth to Employment Opportunities** seeks to develop internship programs for youth in partnership with Mendocino College.
- **Action Item 4: Attract and support creatives in our region** is focused on partnering with artists and non-profits and government (planning regs) to populate public spaces with public art and to create beautiful downtown creative spaces that includes multi-purpose artist workspace and retail space and Artist Residency Programs.

Action Item 1: Focus on Econ Opportunities/Needs of Rural Areas

Challenge: Many of our more rural communities lack basic services and employment opportunities. Many of these tasks are focused on filling this gap.

Task 1.1 Research: identify core components of the economy that are missing from our rural communities.

- Identify basic services that are missing from rural areas of the County, which hinders economic growth. - Jamie Peters
- Research how other rural communities (counties) have developed/implemented an industry focused economic development effort - Mary Anne will share what she has collected.
- Research import substitution manufacturing - e.g. products that are brought in that we could manufacture locally that also have a sustainable manufacturing approach. - Marie Jones

Lead(s): Jamie & Marie

Task 1.2 Hire a regional grant writer or grant writing team

- Focus on needs of rural unincorporated communities in the County. This is an effective way to create change for an area. A single grant writer or grant team will amass institutional knowledge and create good boiler plate text that can be reused

Lead(s): Jamie & Marie

Task 1.3 Revise Land Use Laws to Encourage Manufacturing and Mixed-Use in Downtown Communities

- Identify areas to rezone for manufacturing, identify regulations that impede manufacturing companies in the County. Work with Board of supervisors to develop revised regulations.
- Advocate for more flexible zoning in rural area core ("downtown" Covelo, elk, Anderson valley). In small markets one building or space must need to house many different businesses to meet the community's needs, more flexible zoning in necessary to achieve this.
- Engage in community outreach to identify level of support and grant writing to assist with these efforts.

Action Item Leads: Jamie & Marie

Task 1.4 Create a "Big MAC" - already underway under West's leadership- Una

- Identify and bring individuals from various MACs together to discuss needs, learn from each other and combine efforts (when determined). Check in with the MACs to identify community needs.

Lead(s): Una

Partners: MACs, Mendocino College, County Planning & Building, County Administrative Office, Mendocino County Office of Education

Action Item 2: Strengthen our "Restorative" Business Sector.

Challenge: Many community members would support growth of the restorative business sector, which has the potential to be a major job generator for our community and to diversify our economy.

- Support foundational long-term structural change in our economy towards more restorative economic activities.
- Develop Cooperative Agreements (Agriculture/Fisheries/Forestry) and/or matchmaking between people who have the land and people who want to do the work (farming, housing). - Alyssum Wier & Jessica Stull-Otto as a supportive person.

- Develop a Community/Public Land Trust - Jessica Morsell-Haye
- Look at re-zoning options in support of increased mix-use zoning- Jessica and Marie. (look at Nordic in Eureka)
- Create partnerships & networks with research groups (UC Davis), Mendocino College (Sustainable Construction/Energy, Marine Science & Noyo Center, Culinary Arts (commercial kitchen) - Tim Karas & Jessica Stull-Otto
- Establish platform for people with interest in restorative business sector to connect, share and collaborate. Alyssum Wier for arts-ag connection.
- Research Eel River Recovery Project - stream restoration & education. working with HS students to learn restoration. Tim Karas & Jessica Stull-Otto
- Develop dialog with large businesses to explore alternative uses of waste products: Mendocino Redwood Company (potential use of wood by-products); Cannabis (paper production, etc.)

Lead(s): Tim Karas, Jessica Stull-Otto, **Alyssum** Wier, Jessica, Marie Jones

Action Item 3: Connect Youth to Employment Opportunities

Challenge: our young people often move away due to a lack of job opportunities in Mendocino County. We need solutions that connect and prepare youth for the work world.

Task 3.1 Research to find out what works and why.

- Mendocino Coast Clinics in Fort Bragg has an internship program, they stopped need to understand why. How it went and what were the barriers. Jamie will provide an introduction to Mo.
- Community Foundation did an internship program on construction. program is finished check in on results of the program.

Lead(s): - Maureen Mulheren & Tim Karas

Task 3.2 Develop an Internship Program for Youth.

- This task is on the back burner due to Covid 19.
- Assist with existing construction internship program. Dialogue with Workforce Development Board who is starting internship programs. Jessi is looking for instructors in the construction area.
- VOLT program specific to teaching tech/mechanics/etc.

Lead(s): Maureen Mulheren & Tim Karas

Task 3.3 Develop Apprenticeship Program with Mendocino College - Tim.

- Community College system is looking to grow this back into the system.
- Mendocino College hired a full-time faculty person in construction. Looking to grow this program.

Lead(s): - Maureen Mulheren & Tim Karas

Partners - Community Foundation, Mendocino College, County Office of Education - Clinton Maxwell, Workforce Alliance of North Bay and M-PIC, High-school teachers.

Action Item 4: Attract and support creatives in our region.

Challenge: Research shows that artist colonization of a community results in economic growth and transformation. Population density seems to be a limiting factor in growth of cultural districts & support of creative businesses. Physical venues are important- music, theater, fine and industrial arts. Covid-19 has severely impacted the arts.

- Partner with artists and non-profits and government (planning regs) to populate public spaces with public art (working on this: Arts Council of Mendocino County, Alleyway Art Project); - Alyssum Wier & Jessica Stull-Otto (work on changing regs in intersections).
- Work to create beautiful downtown creative spaces that includes multi-purpose artist workspace and retail space (Art Centers and Artist Residency Programs); (e.g. Mendocino College woodworker program). Scoop up vacant properties in Ukiah to make this happen.
- Need funding to support start-up cultural businesses such as Leaves of Grass Learning Center, Leopold Collective, West, Community Foundation, Arts Council.
- Use regional collaboration to attract talent to the region (coordinated social media messaging and amplifying existing voices such as Salmon Creek Farm, For the Wild); Work is getting done but could be

supported and to make it more intentional. Mary Anne would like to work on a multi-disciplinary approach to this.

- Foster Artist Residency Programs with lodging partners (Mendo Arts Center, Mendocino Grove, Yokayo Ranch, This Will Take Time, Project 387, North Street Collective, Flynn Creek Circus, Jug Handle Creek Farm) - Jamie Peters
- Support existing organizations in weathering pandemic (Arts Council, Community Foundation, Individual Patrons).

Lead(s): - Alyssum Wier, Mary Anne, Marie Jones

Partners – Arts Council of Mendocino County, Flynn Creek Circus, Skunk Train, Arts Centers

3. Tech-Up Action Plan

Overview

The Tech-Up Action Team is focused on a variety of strategies to increase technology utilization at every level in our community, including in schools, at businesses and as part of our shop local efforts.



- **Action Item 1: Increase access to Computational Thinking (CT) and Computer Science (CS) for all students in Mendocino County** is focused on supporting further integration of teaching tech to students and providing support for teacher adoption of computational thinking and computer science learning opportunities for kids.
- **Action Item 2: Cohort Teaching or Peer to Peer Tech Learning** in classes and user group through MCOE and the West Company Salone.
- **Action Item 3: Create a TechUp Mendocino Awareness Campaign** to change business owner's hearts and minds to integrate businesses into existing tech and portals
- **Action Item 4: Implement “shop MENDO local” program seeks to** evaluate local on-line commerce and determine what is working and what needs improvement, showcase local businesses tech integration success and develop a Marketplace Portal for online shopping and delivery services in Mendo County.

Action Item 1: Increase access to Computational Thinking (CT) and Computer Science (CS) for all students in Mendocino County

Challenge: many of our kids are not exposed to coding at an early enough age. As a consequence, kids who might be perfectly good coders (especially girls and people of color) are type cast out of a very promising career option.

Task 1: Leverage Resources and Opportunities to support a multi-tiered system of support and mentorship that will establish Mendocino County as a leader in the region for career-preparation that connects CT/CS competencies to local industry needs.

1. Establish mentoring programs for tech industry professionals to work with students and/or teachers
2. Offer Hour of Code events (MCOE and local partners)
3. Increase access to high quality professional learning and support systems that make it easy for educators to implement in a diversity of settings with successful participation from a wide range of student groups throughout all grades TK-12+

Lead(s): Kim Kern, Michelle Hutchins, and Jeff Tyrell

Partners: Broadband Alliance, MCOE, countywide schools and districts, MCC, code.org other community members.

Task 1.2 Promote Steady Measured Growth in the areas of student achievement, entrepreneurship, and career-preparation that incorporate CT/CS

1. Analyze available student data to determine strategies for implementation

2. Create systems to gather continuous improvement data round TK-12 grade exposure and access to CT/CS skill-building opportunities.
3. Create “feeder programs” in 3rd-8th grades for already established CT/CS career pathways at the high school and junior college levels
4. Support Elementary schools to establish student-led, adult-supported clubs that promote CT/CS, Invention Education, STEAM, STEM career-exploration or creative problem solving with CS in grades TK-5.
5. Establish a robust system of support and implementation of the 4-H Teens As Teachers Code Camp model (currently established in Marin, San Jose, and a mixed-county pilot ran summer 2020) 4-H plans to being roll out in winter/spring 2020
6. Support Youth Participatory Action Research initiatives to increase youth and educators’ capacity around creative problem solving, entrepreneurship and design thinking.

Lead(s): . Kim Kern, Michelle Hutchins, and Jeff Tyrrell

Partners: Broadband Alliance, MCOE, countywide schools and districts, MCC, code.org other community members

Task 1.3 Identify and Address Potential Blind Spots in county systems that are contributing to barriers against adopting Ct/CS mindset and tech. solutions for schools and businesses

1. Establish mentoring programs for tech. industry professionals to work with students and/or teachers
2. Provide adult education coursework to allow local workforce to update career skills to meet the needs of CT/CS requirements work in local industries that support agriculture manufacturing, education, governance, and the advancement of scientific research in the region.
3. Support and promote high speed internet access for all residents of Mendocino County
4. Establish a strengths-based learning culture among networks of educators, business owners and county leadership to promote data-based decision-making, continuous improvement and continued advancement of CT/CS initiatives.

Lead(s): Kim Kern, Michelle Hutchins, and Jeff Tyrrell

Partners: Broadband Alliance, MCOE, countywide schools and districts, MCC, code.org other community members

Action Item 2: Cohort Teaching & Peer-to-Peer Tech Learning Groups

Challenge: it is difficult to teach the implementation of business technologies to older business owners because they have a wide array of familiarity and comfort with business tech. Business owners will learn more effectively beside people with a similar level of knowledge and skill.

- Set up classes and user group through MCOE. Need to identify a new funding stream to pay for use of instructors for MCOE. Could charge participants (businesses).
- Continue West Company Salone – people come in with their laptops and a roving mentor helps people solve issues. One-on-one mentoring in a group. ETSY classes.
- Explore if WEST can use current federal funding to pay tech instructors (through MCOE)?

Lead(s): Kim Kern, Mary Anne (look for funding)

Partners; Adult Education Branch of MCOE, Mendocino College continuing education program

Action Item 3: Create a TechUp Awareness Campaign

Challenge: Many businesses owners in Mendocino County are neither tech savvy nor tech comfortable. A large majority of West's small businesses clients have no computer/tech capabilities. For people who are more entrenched anti-techs, a real person must lead and show them how to adopt technology. Understanding the readiness of a person/business is important. Starlink is fixing the broadband problem and roll out is anticipated for early next year, this creates a large opportunity for business.

Task 3.1 TechUP Mendocino!

- Start a Marketing campaign to change people's hearts and minds about technology adoption (e.g. Tehama County).

- Enlist the County, Cities, MAC's, libraries, service clubs, educational institutions, and private enterprise to promote technology adoption by business owners.

Action Item Leads – Mary Anne, Ted Williams, Jeff Tyrrell, Ginny Williams

Task 3.2 Integrate businesses into Existing Tech and Portals

- Focus on search engine optimization and digitizing inventory for local businesses.
 - Assist businesses & non-profits to become google and Seri ready. Local information is missing from many existing portals. Need regular submission of what our businesses offer to existing portals. Continue to teach businesses how to get their info into portals
 - Help and encourage larger local stores to get their inventory on-line with an on-line ordering process so that locals don't shop as much with big box online retailers.
- Develop countywide website directory of Tech Up resources that provide training (type and level) for various tech issues.
 - 24-hour tech assist - "tech bar." Research if the service exists already and could be acquired.
 - Develop a FAQ for tech questions.
 - Link to existing answers out there such as u-tube etc.
 - County library may have a subscription to "Ask Lynda" (a subscription-based tech problem solving service). Research to see if we can add this to the TechUp Resources director.
 - Include links to West's many highly successful tech training programs in ABC format for digital education (e.g. short and focused webinars on tech.).
 - Include links to commonly used tech solution companies (local and national).

Lead(s): – Mary Anne, Ted Williams, Jeff Tyrrell, Ginny Williams

Partners: Chamber - Love Local Mendo, North Coast Opportunities, Community Foundation

Action Item 4: Implement "Shop MENDO Local" Program

Challenge: Technology can be used to augment our shop local programs throughout the community.

Task 4.1 Discovery Phase

- Create a Focus Group to evaluate local on-line commerce and determine what is working and what needs improvement
 - Volunteers will search, buy, and record their Mendocino online shopping experiences:
 - Limit research to a small range of products (Home goods, Clothes, Food, Electronics etc.)
 - Understand barcoding and inventory control.
 - What is the "pain" point for the online consumer: time, cost or quality?
 - Can you track your package? Can you track what was purchased?
 - Research what worked for businesses that have successfully done this (e.g. Harvest Market, Dripworks, libraries).
 - Research: What part of the consumer dollars are spent online? (Research by looking at County and City Sales Tax info).
- Explore the possibility of Mendo Delivery services:
 - Host an exploratory meet up to launch a delivery cooperative
 - Connect the people who what items to people who want to deliver those items (food runner)

Lead(s): Una Wirkebau, Ted Williams, Jeff Tyrrell

Task 4.2 Education Phase

- Showcase local business success
 - video ads and promotional social campaigns.
 - Develop an effort to highlight all locally purchased items on receipts at retail stores.
- Educate the Businesses on a variety of cashless payment options (transitions)
 - Modern browser state when a website is not secure.
- Digitize Inventory now for better management in the future

- Look for a platform to customize so that people can upload their business inventories. Need a way to search local websites. Get businesses to put inventories on-line.

Lead(s): Una Wirkebau, Ted Williams, Jeff Tyrrell

Task 4.3 Develop a Marketplace Portal

- Once more businesses provide online shopping and delivery services:
 - Identify locally made products
 - Create neighborhood shopping programs
 - Track sales revenue data by region and industry

Lead(s): Una Wirkebau, Ted Williams, Jeff Tyrrell

Partners: Chamber - Love Local Mendo, North Coast Opportunities, Community Foundation

4. Resilient Infrastructure Action Plan

Overview

The Resilient Infrastructure Action Team is focused on strategies to get the word out about existing alternative energy programs and developing local small-scale demonstration infrastructure projects that increase our resilience.



- **Action Item 1: Promote/Educate about existing Resilient Energy programs,** is focused on getting the word out about existing State programs such as the Self-Generation Intensive Program and Property Assessed Clean Energy programs, as well as implementing some small pilot demonstration programs.
- **Action Item 2: Work with Partners to Explore feasibility of Micro-Grids in Small Communities,** is focused on researching model micro grids from other communities, researching funding opportunities, and working with locals to identify potential project sites in rural Mendocino County.
- **Action Item 3: Encourage Solar Power Storage & Power Locations for Emergency Power Shuts Offs.**

Action Item 1: Promote knowledge of programs to install solar and backup batteries

Challenge: There are many state and federal programs that support renewable energy generation and storage, but most people are not aware of them.

Task 1.1. Promote/educate about the following programs within social media, radio interviews, articles in the paper. Set up a radio program that focuses on what can be done. Identify community champions to get the word out.

- **Sonoma Clean Power** provides access to the State's SGIP (Self-Generation Intensive Program) which finances grid tied back-up systems (from 25% to 100% of the cost is covered depending on family income and other criteria) of up to 30 Kw system. With an onsite well you can qualify for up to two Tesla power walls. Sonoma Clean Power fronts the money for the project and applies for a rebate from State. Sonoma Clean Power had a \$2 million allocation all funds have been subscribed - no new customers for now. They are working with over 100 customers, but only one in Mendo County. Sonoma Clean Power will use program reimbursements to bankroll additional future projects. May make sense to apply now for future funding.
 - Need to explore if they have additional programs that Mendo customers can benefit from
 - Work to create a more proactive alignment with Sonoma Clean power to get more activities here.
- **Battery manufacturers** - Explore Tesla partnership with Mendocino County. Jim has a contact within Tesla and will reach out to get more information about how to create a partnership with the County. Tesla Power Wall works seamlessly when the grid goes down.
- **Property Assessed Clean Energy** - This program funds initial installation of PV through an additional assessment on the property. However, the program can be problematic because people pay higher interest rates than a regular second mortgage and are not able to refinance their mortgage without

repaying the installation cost. Provide education about aggressive commercial operators who do turnkey systems.

- Advertise nationally integrated solar subsidy program list available on the website. <https://www.dsireusa.org>
- Develop resources (team) who could help people apply to the above programs. Reach out to REDI (Willits) to see how they can help us promote these programs.
- Jessi and Jeffrey want to work on outreach regarding natural building, specifically to do a demonstration project. There are many people who are very knowledgeable about natural building in Mendocino County. Focus on what can be done and is done regarding Natural Building in Mendocino County. Natural Building = passive solar, cob, straw bale, etc.

Lead(s): Jeffrey Parker, Crispin B. Hollinshead & Jessi Alvarado

Task 1.2 Work with Resident Ivy League Students

- Jim and Jeffrey will provide the slide deck and ask for ideas and get them to define a project they would like to do for our rural community. Jeffrey would also like to give them a briefing about what is happening in the County.
 - Policy: Consider asking them to develop policy ideas and develop funding mechanisms for the County and Federal government to explore as part of the climate change agenda. Look at powering up evacuation centers for existing funding. All emergency communication tech should be power independent.
 - Funding is the big challenge: 26% federal tax credit for PV projects. Need creative funding alternatives at a small scale for lower income people. Research funding sources for disaster preparedness to fund backup battery storage.

Lead(s): Jim Roberts

Task 1.3 Train People for jobs in Green Tech

- Lime Foundation provides training to kids about trades in Santa Rosa. <https://www.thelimefoundation.org/>
 - Explore the feasibility of using the Lime model pedagogy and training system or have a Lime branch in Mendocino to train kids in the trades. - Jeffrey is going to work on this.
 - Working with Colleges can be difficult due to their student count reimbursement process. Noel Woodhouse is the new program head in Sustainable Building at Mendocino College, and he would be a good person to work with.
 - Connect with Sonoma State re internships for students at Lime Foundation, etc.
- Work with Mendocino College to get education program for solar installers.
 - Need people to help with battery backup for all households even without solar for power shutoffs.
 - High-school work experience program to learn how to install solar. This program exists in Anderson Valley.
- Sonoma Mendocino Economic Development Board - Mary Anne could inquire make some connections.

Lead(s): Jeffrey and Mary Anne

Task 1.4 Get some pilot installations completed and showcase use of program in Mendocino County to educate and inform people about programs.

- Work to install emergency power systems in community centers in each community. Makes a qualitative difference to people's lives in emergencies.
- Make sure the systems are fire resistant from a resiliency perspective.

Action Item Leads: *Lead(s):* Crispin & Jim

Team members: Jeffrey wants to do research and work with Mendocino College and elected officials, Jessi as Covelo champion and outreach.

Partners: Sonoma Clean Power, REDI, Mendocino College, reach out to Solar Living Institute new buyers (altE), partner with disaster preparedness groups in communities to get word out.

Action Item 2: Work with Partners to Explore Feasibility of Micro-Grids in Small Communities

- Explore microgrids from other communities: Calistoga, Montecito and Humboldt micro-grids.
- Micro grid is a catch-all term – from a couple of houses to a larger system. Micro-grids are synchronously connected to the grid but can continue running if the primary grid goes down.
- Many Schools have installed solar arrays, including Ukiah Unified School District, Fort Bragg, Round Valley and Valley High School. Crispin is going to follow up with the school district to find out how they pulled this off and share with other school districts. Fort Bragg school district also has an array and would be interested in battery backup to save money. School functionality during a power shut off is important.
- Look at a pilot program for a micro-grid or alternative power source for a small rural community. Look for strategic locations within communities to model ideas.
- Talk with local community members to gauge community support for micro-grid locations.
- Search for funding to support micro-grids and distributed power systems
- Research charitable organization that help low income people install energy systems.

Lead(s): Jessica as a future project lead.

Action Item 3: Encourage Solar Power Storage/Power Centers for Emergency Power Shuts Offs

- PG&E has installed many large diesel-powered generator banks for Emergency Power Shutoffs (Elk power station, Covelo Power State. Need to understand the power capacity supplied out of substation. Can start to understand peak load in order to identify another source of power generation and storage. Goal for Ukiah is 30 MW of generation and 100Mw of storage.
- Do some background research to identify sustainable power generation and storage options other than using generators- Jeffrey.
- Explore that cost for a pilot program to create or purchase a shipping container that supplies its own power and Wi-Fi hot spot. Computers on Wheels (COW) could also provide needed cell coverage,
 - Research cost and best locations (fire-station, school, etc.) to do this. What would it take to do this? How many people could be served.
- Jeffrey is building a pilot of this already to help think through design and implementation for other projects. The idea is to get a project completed and then we can try to scale it up.

Share ideas that have already been piloted and implemented and share them around.

Lead(s): Jeff Parker

CONCLUSION AND RECOMMENDATIONS

This community-based economic development effort utilizes the power of locals who are taking a lead role in the economic revitalization of our community. The local volunteers include residents, business owners, elected representatives, executive directors of non-profit organizations, and working people. This cross section of people are united in their desire to see real concrete change that is practical and long lasting.

This list of Action Items has the potential to create lasting positive economic change. However, to move the Action Plan forward, public and private partners will need to collaborate on the plan implementation. Some keys to success will include:

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- **County Collaboration.** Mendocino County will need to actively participate in some Action Items, especially around regulatory change to support community and business development.
 - **Business Community.** Industry and business groups should be involved in shaping the Action Plan and plan implementation where feasible. Next steps could include meetings with industry and business groups to get feedback regarding the action items and ideas for implementation. It would be ideal if the business community could play more of a lead role in the further shaping and implementation of the plan.
 - **Non-Profit Organizations.** This Action Plan should be “shopped” with local non-profit organizations that are engaged in economic development to identify potential for collaboration and to minimize duplication of efforts and maximize effectiveness. This would include identification and coordination of non-profits to work on specific Action Items.
 - **Funding.** Additional funding will help move this action plan forward. Some of the funding could consist of in-kind dedication of staff resources for plan implementation by County and non-profit organizations. Additional grant funds could be used on specific items in the plan and on plan coordination. This Action Plan should also become the basis for grant applications.
 - **Plan Coordination.** An effort of this magnitude will require ongoing coordination at: 1) the leadership level through the MOVE 2030 Steering Committee; 2) at the Action Team level; and 3) at the staff level with non-profit, government and business partnerships.

This document is a “draft” for coordinated economic development in Mendocino County. It is a “draft” because it should be a living document that should morph and change to reflect the work priorities of all who are ultimately involved in implementation. It is a touch stone for coordination and moving the multiple action items forward.