



RESOLUTION No. 20-041

OF THE BOARD OF SUPERVISORS OF THE COUNTY OF NEVADA

RESOLUTION ADOPTING THE 2020 BOARD OBJECTIVES

WHEREAS, the Nevada County Board of Supervisors met on January 22, 23 and 24, 2020 and developed the Board's 2020 Objectives for Nevada County; and

WHEREAS, the list of objectives includes generally prioritized items for the direction of staff in development of budgets and execution of programs.

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Nevada County Board of Supervisors adopts the attached 2020 Board Objectives for guidance and use by all County staff and departments; and

BE IT FURTHER RESOLVED that the County Executive Officer is directed to use the Board Objectives for the development of the 2020/2021 Fiscal Year Budget and the management of County operations, programs and services.

PASSED AND ADOPTED by the Board of Supervisors of the County of Nevada at a regular meeting of said Board, held on the 11th day of February, 2020, by the following vote of said Board:

Ayes: Supervisors Heidi Hall, Edward Scofield, Dan Miller, Susan K. Hoek and Richard Anderson.

Noes: None.

Absent: None.

Abstain: None.

ATTEST:

JULIE PATTERSON HUNTER
Clerk of the Board of Supervisors

By: _____

Heidi Hall, Chair

COUNTY OF NEVADA
STATE OF CALIFORNIA
BOARD OF SUPERVISORS



Chair Heidi Hall, 1st District
Edward C. Scofield, 2nd District
Vice-Chair Dan Miller, 3rd District
Susan Hoek, 4th District
Richard Anderson, 5th District

Julie Patterson Hunter, Clerk of the Board

2020 Policy Objectives:

- Maintain the County's financial stability and core services.
- Reduce the loss of life during a wildfire by improving evacuation routes and early warning systems; creating more defensible space around private properties and driveways, building a network of maintained fuel breaks, engaging residents in emergency preparedness and fire-safe stewardship, and enhancing critical infrastructure.
- Provide community leadership to prepare for and minimize the impacts of Public Safety Power Shutoff (PSPS) events on residents and local businesses by providing timely and accurate public information, prioritizing and advocating for the hardening of critical public safety and telecommunications infrastructure, and assisting people with disabilities and older adults.
- Proactively support job-enhancing economic development by implementing business friendly data-driven policies, investing in broadband and infrastructure projects that enhance the quality of life for all Nevada County residents, and partner with private sector, non-profit, Grass Valley, Nevada City and Truckee leaders to collaboratively support local businesses and promote tourism.
- Coordinate with local jurisdictions, developers and other partners to facilitate development of and access to affordable and workforce housing development.
- Maintain and continue to improve the cannabis permitting and enforcement program to promote permitted cannabis activities while investigating options for additional supply chain license types and a compassionate use program.
- In partnership with community providers and other jurisdictions, utilize housing first and continue efforts to prevent homelessness, provide emergency shelter, expand supportive services, secure housing, and enhance coordination to address the needs of the homeless population and to mitigate impacts on the community.
- Promote community resiliency by implementing policies, cost-saving programs and best practices supported by the County's Energy Action Plan.

950 Maidu Avenue, Suite 200, Nevada City CA 95959-8617
phone: 530.265.1480 | fax: 530.265.9836 | toll free: 888.785.1480 | email: bdofsupervisors@co.nevada.ca.us
website: <https://www.mynevadacounty.com/>



RESOLUTION No. 18-525

OF THE BOARD OF SUPERVISORS OF THE COUNTY OF NEVADA

RESOLUTION APPROVING AND AUTHORIZING EXECUTION OF A PERSONAL SERVICES CONTRACT BETWEEN THE COUNTY OF NEVADA AND THE SIERRA BUSINESS COUNCIL PERTAINING TO ECONOMIC DEVELOPMENT MANAGEMENT SERVICES AS THE EDA ECONOMIC DEVELOPMENT DISTRICT PLANNING ORGANIZATION FOR THE ECONOMIC DEVELOPMENT DISTRICT FIVE (5) YEAR COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) IN THE MAXIMUM CONTRACT AMOUNT OF \$15,302

WHEREAS, the County of Nevada is a member of the Sierra Economic Development District which includes Placer County, El Dorado County and Sierra County; and

WHEREAS, the United States Economic Development Administration (EDA) has officially designated the Sierra Economic Development District as a federally recognized economic development district; and

WHEREAS, EDA economic development districts are multi-jurisdictional entities composed of multiple county governments that include public, private and non-profit sector stakeholder participants for regional collaboration that establish strategic planning objectives for the purpose of promoting and enhancing economic development; and

WHEREAS, the Sierra Business Council (“SBC”), a private 501(c)(3) non-profit corporation is the Sierra Economic Development District’s fiscal agent and assumed the District’s contract with the U.S. Department of Commerce to serve as the Planning Organization as defined in 13 Code of Federal Regulations (CFR) § 303.2 as a recipient whose purpose is to develop and implement a CEDS for the County’s member EDA-approved economic development district; and

WHEREAS, pursuant to Federal law a Comprehensive Economic Development Strategy (CEDS) five Year Plan must be developed, reviewed and approved by the EDA in order for the District and its member counties to be eligible for EDA partnership planning investments and other funding opportunities; and

WHEREAS, CEDS are designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies that promotes regional resiliency and a unique and response plan that is relevant to the District’s region; and

WHEREAS, Sierra Business Council has already begun developing a CEDS that is consistent with 13 CFR 303 and Section 302 of the Public Works and Economic Development Act of 1965 (PWEDA), and applicable Federal law that will be submitted to the District members for approval for submission to the AED for final approval; and

WHEREAS, an EDA reviewed and approved CEDS will enable District county members to leverage EDA Partnership Planning Investments and other economic development funding mechanisms to support and enhance the economic deployment goals and objectives identified in the CEDS; and

WHEREAS, Nevada County wishes to enter into a personal services agreement with SBC for their work as the Planning Organization to develop and implement the CEDS as the County's Sierra Economic Development District membership contribution in partnership with the other member counties that include Placer County, El Dorado County and Sierra County.

NOW, THEREFORE, BE IT HEREBY RESOLVED by the Board of Supervisors, of the County of Nevada, State of California, that the Personal Services Contract between the County of Nevada and Sierra Business Council pertaining to economic development management services as the EDA Economic Development District Planning Organization for the Economic Development District five (5) year Comprehensive Economic Development Strategy (CEDS) in the maximum contract amount of \$15.302 for the contract term of November 1, 2018 to June 30, 2021 be and hereby is approved, and that the Chair of the Board of Supervisors be and is hereby authorized to execute the contract on behalf of the County of Nevada.

Funding:
0101-10206-272-1000/532200

PASSED AND ADOPTED by the Board of Supervisors of the County of Nevada at a regular meeting of said Board, held on the 23rd day of October, 2018, by the following vote of said Board:

Ayes: Supervisors Heidi Hall, Edward Scofield, Dan Miller, Hank Weston and Richard Anderson

Noes: None.

Absent: None.

Abstain: None.

ATTEST:

JULIE PATTERSON HUNTER
Clerk of the Board of Supervisors

By: 


Edward Scofield, Chair

10/23/2018 cc: Jeff*
AC* (Hold)

4/29/2019 cc: COB*
SBC
AC*(release)



RESOLUTION No. 19-429

OF THE BOARD OF SUPERVISORS OF THE COUNTY OF NEVADA

RESOLUTION APPROVING AND AUTHORIZING EXECUTION OF A PERSONAL SERVICES CONTRACT BETWEEN THE COUNTY OF NEVADA AND SIERRA BUSINESS COUNCIL (SBC) FOR THE SOLICITATION, FACILITATION, AND ADMINISTRATION OF A NEVADA COUNTY LAST-MILE BROADBAND GRANT, IN THE AMOUNT OF \$25,000 FOR THE PERIOD OF JULY 23, 2019 THROUGH JUNE 30, 2021, APPROVING THE GRANT AMOUNT OF \$225,000 AND DIRECTING THE AUDITOR-CONTROLLER TO AMEND THE INFORMATION GENERAL SERVICES ADMINISTRATION FISCAL YEAR 2019/20 BUDGET (4/5 AFFIRMATIVE VOTE REQUIRED)

WHEREAS, in 2012 the County of Nevada established an Economic Development Infrastructure Assignment for economic development improvement projects that is funded by transient occupancy tax (TOT) collected in the unincorporated areas of the County; and

WHEREAS, the Board of Supervisors outlined its support to ensure that Nevada County has the opportunity to further develop and expand its broadband infrastructure to the unserved and underserved communities in the unincorporated areas of the County in its Letter of Support for AB 1665 (Garcia) - Internet for All Now Act dated May 9, 2017; and

WHEREAS, the Board of Supervisors adopted Resolution 18-324 on June 26, 2018 in support and to promote the expansion, access and usage of broadband networks and advanced communication services throughout Nevada County to positively impact areas of healthcare, public safety, schools, colleges, libraries, community support organizations, businesses, social-networking, and economic development; and

WHEREAS, on February 12, 2019 the Board of Supervisors adopted its 2019 Board Objectives and Legislative Priorities via Resolution 19-070 that included as a Priority B Objective to support job-enhancing economic development with an emphasis on infrastructure that expands or preserves commerce and provides leadership and coordination opportunities to bring funding sources and community partnerships together including ERC, SBC, RCRC, CSAC and USDA; and

WHEREAS, the greatest challenges to broadband expansion and development in Nevada County is the Last-Mile that refers to the final leg of broadband extension that delivers telecommunications network chain that physically reaches an end-user's premise; and

WHEREAS, Sierra Business Council (SBC) manages the Gold Country Broadband Consortium (GCBC) with the mission to increase digital access and use of broadband in the counties of Nevada, Placer, El Dorado, Sierra and eastern Alpine County that is funded by the California Advanced Services Fund Rural and Urban Regional Broadband Consortia grant program; and

WHEREAS, SBC is uniquely positioned as the County's subject matter expert on broadband to solicit, facilitate and administer a Last-Mile Broadband Grant for the development and expansion of broadband in Nevada County to support and promote economic development; and

WHEREAS, the Last-Mile Broadband Grant for the development and expansion of broadband in Nevada County will be awarded through the facilitation process with SBC in the amount of \$225,000 which will be brought back to the Board for award.

NOW, THEREFORE, BE IT HEREBY RESOLVED by the Board of Supervisors, of the County of Nevada, State of California, that the Personal Services Contract between the County of Nevada Sierra Business Council for the solicitation, facilitation, and administration of a Nevada County Last-Mile Broadband Grant, in the amount of \$25,000, for the period of July 23, 2019 through June 30, 2021, for an approved grant amount of \$225,000, be and hereby is approved, and that the Chair of the Board of Supervisors be and is hereby authorized to execute the Contract on behalf of the County of Nevada.

NOW, THEREFORE, BE IT FURTHER RESOLVED by the Board of Supervisors, of the County of Nevada, State of California, directs the Auditor-Controller to release funds in the amount of \$250,000 from the Economic Development Infrastructure Assignment and to amend the Information General Services Administration Fiscal Year 2019/20 Budget as follows:

Increase:		
0101-11003-531-1000/ 521520		\$250,000


PASSED AND ADOPTED by the Board of Supervisors of the County of Nevada at a regular meeting of said Board, held on the 23rd day of July, 2019, by the following vote of said Board:

Ayes: Supervisors Heidi Hall, Edward Scofield, Dan Miller, Susan K. Hoek and Richard Anderson.
Noes: None.
Absent: None.
Abstain: None.

ATTEST:

JULIE PATTERSON HUNTER
Clerk of the Board of Supervisors

By: 


Richard Anderson, Chair

7/23/2019 cc: IGS*
AC* (Hold)

10/23/2019 cc: IGS*
AC* (Release)
SBC



RESOLUTION No. 20-104

OF THE BOARD OF SUPERVISORS OF THE COUNTY OF NEVADA

RESOLUTION AUTHORIZING \$100,000 TO ESTABLISH A NEVADA COUNTY RELIEF FUND TO PROVIDE EMERGENCY RELIEF TO SUPPORT OUR LOCAL NON-PROFITS AND SMALL BUSINESSES DUE TO COVID-19, AUTHORIZING EXECUTION OF RELATED DOCUMENTS, AND DIRECTING THE AUDITOR-CONTROLLER TO AMEND THE FISCAL YEAR 2019/20 HOUSING AND COMMUNITY SERVICES BUDGET (4/5 AFFIRMATIVE VOTE REQUIRED)

WHEREAS, on March 10, 2020, the Nevada County Board of Supervisors passed and adopted Resolution 20-063, proclaiming a local emergency in Nevada County due to rapid spread of COVID-19 in the world and neighboring communities, and the potential introduction of COVID-19 in the County of Nevada (Resolution 20-062); and

WHEREAS, on March 19, 2020, the Governor of California issued a statewide Executive Order, N-33-20, which requires Californians to remain at their home or place of residence, except as necessary to carry out essential activities; and

WHEREAS, the Governor's order requiring residents to remain at their home or place of residence indefinitely, as well as the rapid spread and continuing threat of COVID-19, has resulted in substantial financial impacts on businesses in our community, and threatens their ongoing viability and the health and welfare of residents of Nevada County; and

WHEREAS, to meet that threat and assist the most vulnerable residents and businesses of the County, there is a need to provide a flexible safety-net of funds to community based organizations and small businesses; and

WHEREAS, the County has collaborated with partners to develop a coordinated response, countywide fundraising in partnership with the Sierra Nevada Memorial Hospital Foundation, Tahoe Truckee Community Foundation, and the Sierra Business Council, elected officials, media partners, and others; and

WHEREAS, this coordinated response includes the creation of the Nevada County Relief Fund, with Sierra Nevada Memorial Hospital Foundation as the fiscal sponsor, including committees and groups comprised of collaborative partners and the County; and

WHEREAS, County funds will be leveraged to generate match funds that together may total up to one million dollars for the project, including funds solicited from Nevada County Cities/Town, larger businesses, major donors, and individuals; and

WHEREAS County funds will include \$50,000 of General Fund Community Initiative Funding (CIF) funds that have historically been used for purposes within the scope of this Project; and

WHEREAS the County will also make available for the Project \$50,000 of Health and Human Services Agency Realignment funds to meet the objectives of the Project, which funds shall be held by the County to ensure that more restrictive administrative and program requirements are met.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Supervisors of the County of Nevada, State of California, hereby directs that:

1. The County of Nevada shall participate in the Nevada County Relief Fund Project, for a total of \$100,000, including distribution of \$50,000 of CIF funds to the Project.
2. The County Executive Officer or her designee is the authorized representative of the County of Nevada for the purpose administering documents related to the Project.
3. The Auditor-Controller is directed to release General Fund Unassigned Fund Balance in the Amount of \$50,000 and to amend budgets as follows:

Revenue:	1589-50601-451-1010/474002	\$50,000
Expenditure:	1589-50601-451-1010/522090	\$50,000
	0101-10206-272-1000/550702	\$50,000

PASSED AND ADOPTED by the Board of Supervisors of the County of Nevada at a regular meeting of said Board, held on the 14th day of April, 2020, by the following vote of said Board:

Ayes: Supervisors Heidi Hall, Edward Scofield, Dan Miller, Susan K. Hoek and Richard Anderson

Noes: None.

Absent: None.

Abstain: None.

ATTEST:

JULIE PATTERSON HUNTER
Clerk of the Board of Supervisors

By: 


Heidi Hall, Chair

4/14/20 cc:

CEO*
HHSA*
A-C*
SNMHF*



RESOLUTION No. 20-077

OF THE BOARD OF SUPERVISORS OF THE COUNTY OF NEVADA

RESOLUTION APPROVING THE REQUEST FOR PROPOSAL (RFP) AND SCOPE OF SERVICES FOR ECONOMIC DEVELOPMENT MANAGEMENT SERVICES AND AUTHORIZING THE PURCHASING DIVISION TO ADVERTISE FOR BIDS

WHEREAS, the Board of Supervisors directed staff to conduct a Request for Proposal (RFP) for economic development management services at its annual Board workshop on January 24, 2020; and

WHEREAS, the Board of Supervisors directed staff to work with an Ad Hoc Economic Development Subcommittee consisting of the Board of Supervisors' Chair and Vice-Chair in developing an RFP Scope of Services for economic development management services; and

WHEREAS, the Board of Supervisors adopted Resolution 20-014 on February 11, 2020 outlining its 2020 Policy Objectives that includes to "proactively support job-enhancing economic development by implementing business friendly data-driven policies, investing in broadband and infrastructure projects that enhance the quality of life for all Nevada County residents, and partner with private sector, non-profit, Grass Valley, Nevada City and Truckee leaders to collaboratively support local businesses and promote tourism"; and

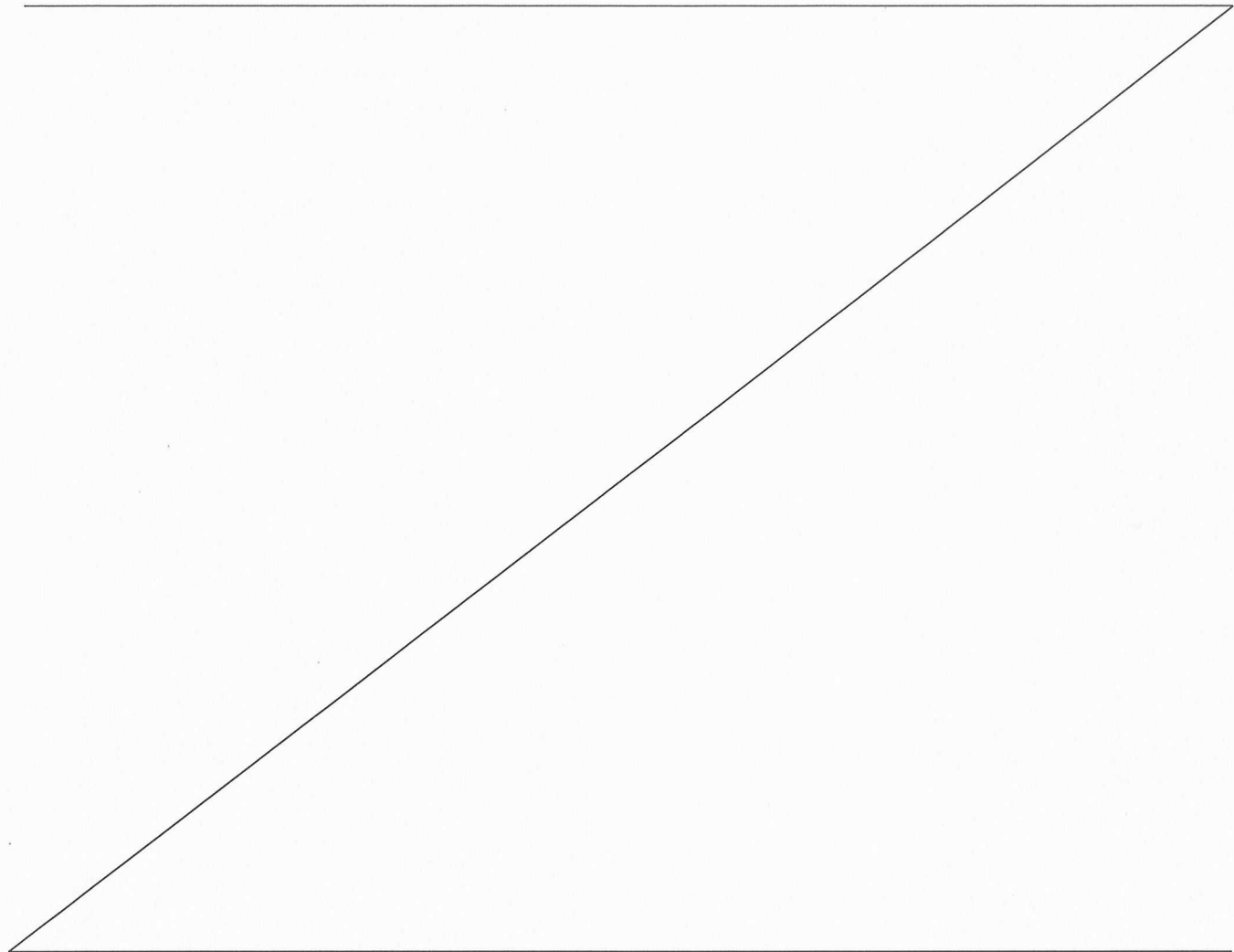
WHEREAS, the Board of Supervisors reaffirmed its commitment to collaboration and open and honest communication in its Vision, Mission and Value Statements adopted via Resolution 20-035 on February 11, 2020; and

WHEREAS, the Ad Hoc Economic Development Subcommittee reviewed, provided input and approved the RFP Scope of Services for a comprehensive economic development management services on February 21, 2020; and

WHEREAS, the Board of Supervisors wishes to confirm its approval and commitment to the RFP Scope of Services and authorize the Purchasing Division to advertise for bids for economic development management services.

NOW, THEREFORE, BE IT RESOLVED, by the Nevada County Board of Supervisors of the County of Nevada, State of California:

1. Approves the RFP Scope of Services for economic development management services, and grants the Purchasing Agent the authorization to incorporate any final changes into the bid documents before advertising for bids; and
2. Authorizes the Purchasing Division to advertise for bids to the qualified firms or organizations for economic development management services.



PASSED AND ADOPTED by the Board of Supervisors of the County of Nevada at a regular meeting of said Board, held on the 10th day of March, 2020, by the following vote of said Board:

Ayes: Supervisors Heidi Hall, Edward Scofield, Dan Miller, Susan K. Hoek and Richard Anderson.

Noes: None.

Absent: None.

Abstain: None.

ATTEST:

JULIE PATTERSON HUNTER
Clerk of the Board of Supervisors

By: 


Heidi Hall, Chair

3/10/2020 cc: Purchasing*
COB*

Economic Development Management Services

RFP No. 125254
Proposal & Scope of Services

May 6, 2020

Submitted by



Sierra Business Council :: 530.582.4800 :: www.sierrabusiness.org

TAB A: Firms Qualifications

Sierra Business Council (“SBC”) is a private nonprofit corporation focused on innovative economic development opportunities in the Sierra Nevada region. SBC’s mission is *to promote, develop and amplify the area’s social, environmental and economic capital*. SBC strives to find common ground amongst its diverse constituents. Since 1997 SBC has served a regional network of more than 4,000 businesses, community organizations and local governments, building coalition amongst a diverse set of stakeholders including small business owners, elected officials, non-profits and the general community.

Sierra Business Council is particularly excited to partner with the Nevada County Economic Resource Council (ERC) for this proposal. We believe the scope of work leverages the collective strengths and networks of both organizations to serve the entire county in the best possible way. In particular, this partnership will help engage private sector business leadership and community stakeholders to advise organizational and programmatic decision making related to the contract.

As the host organization for the Sierra Small Business Development Center (SBDC), and the Sierra Climate and Mitigation Partnership (CAMP), plus Administrators of both the Sierra Economic Development District (SEDD) and the Gold Country Broadband Consortium (GCBC), SBC is uniquely qualified to provide comprehensive economic development management services to Nevada County. All four of these established programs have synergistic qualities that can enhance the impact of SBCs work and leverage Nevada County’s funds with match funding from state and federal sources. These four programs enhance SBCs proposal as follows:

Sierra Small Business Development Center

The SBDC provides free technical assistance and workshops to small businesses in the county and is a powerful mechanism for economic development with a mission to help local businesses thrive. The SBDC’s impact stems from our efforts to provide education and training to create and sustain jobs and help communities prosper. In addition to traditional SBDC training and counseling, the Sierra SBDC has developed programs in Business Succession Planning, Craft Entrepreneurship, Business Resilience, web-based commerce and Sustainable Business Leadership. Most recently, the SBDC has greatly expanded its offerings specifically related to Covid19 recovery advising and access to capital counseling, helping nearly 200 businesses in the county apply for economic injury disaster funding.

Climate Adaptation and Mitigation Partnership

CAMP is an important element to this proposal because the primary activities include advocating for policy and funding at the state and federal level for rural, forested communities. CAMP is a public-private, cross-sector partnership whose overarching goal is to help communities overcome increasing climate risk while preventing economic decline. With decreased snowpack, continued drought, and more numerous and damaging wildfires as the new normal, CAMP focuses on policies, funding and solutions that can help protect Nevada County’s forest-based communities, critical watersheds and the local economy.

Sierra Economic Development District Administration

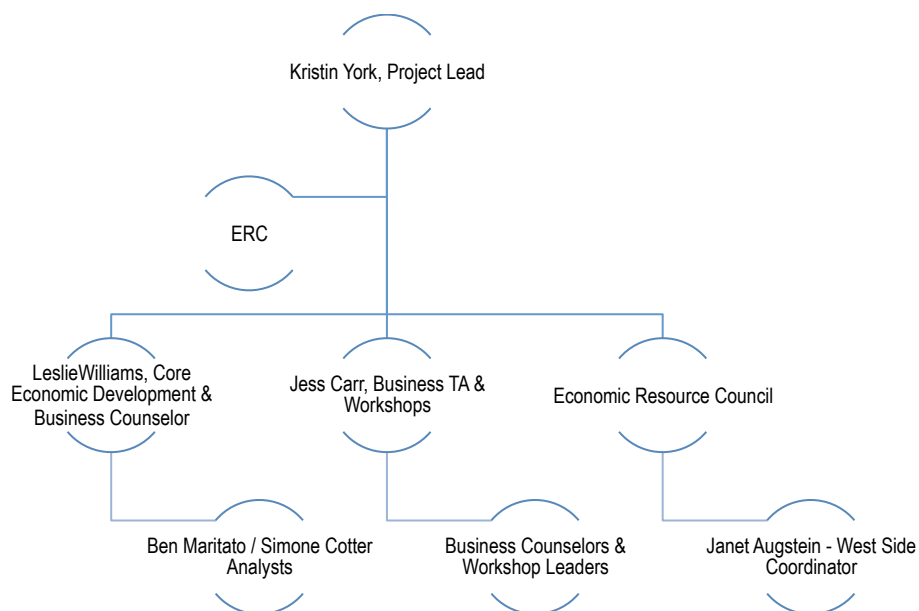
Administration of the SEDD includes drafting of a Comprehensive Economic Development Strategy (CEDS). The CEDS is a strategic planning blueprint that is the cornerstone of the Economic Development Administration (EDA) planning programs and successfully serves as a means to engage community leaders, leverage the involvement of the private sector, and establish strategic regional collaboration. Economic development planning implemented by the CEDS provides a foundation for regional economic prosperity. CEDS are designed to guide the coordination necessary for individuals, organizations, local governments, and private industry to engage in a meaningful conversation and debate about the economic direction of the region. Since Nevada County is one of the four counties in the SEDD region, SBC is excited to leverage the important work already completed to craft a county specific strategy.

Gold Country Broadband Consortium

The GCBC provides support for broadband expansion and connectivity in Nevada County. Growth of well-paying jobs in Nevada County is severely limited by lack of access to high-speed broadband. To grow and prosper, the county needs to job opportunities and training for residents. More and more, this is completely dependent on access to high-speed broadband. In addition, the county has been plagued by the threat of wildfire. Through the GCBC, SBC works with local officials, state agencies and private sector investors to create market opportunities related to broadband.

The Sierra Business Council & ERC Team

This contract will be managed and performed exclusively by SBC staff and SBDC counselors in collaboration with existing ERC staff



References:

Malinda Matson
US Economic Development Administration
MMatson1@eda.gov

Shelly Wright
Vice President, Plumas Bank
shelly.wright@plumasbank.com

Lisa Swarthout
Mayor of Grass Valley
lswarthout@cityofgrassvalley.com

Stephanie Ortiz
Executive Dean, Sierra College
sguevara@sierracollege.edu

Stacy Caldwell
Executive Director, Tahoe Truckee Community Foundation
stacy@ttcf.net

TAB B Business Technical Assistance

Business technical assistance is a key strength of SBC due to one of our core programs, the Small Business Development Center (SBDC). The SBDC provides free business technical assistance with the goal of helping businesses “*start, grow and thrive*”. The SBDC is an established program funded in part through federal and state contracts with

NORCAL SBDC PRESENTS
Pivot Your Restaurant
Three Webinars, Three Weeks,
Three Changemakers

COVID RESPONSE WEBINAR SERIES

1 **From Restaurant to Community Kitchen:**
One Bay Area Restaurateur's solution to keeping all of her staff employed, while providing free meals to the community, all through donations from her customers.
Come and meet Adriana Lopez Vermont as she walks us through her steps of finding a philanthropic solution to keeping all of her employees engaged and working full time.
SIGN UP sbdc.events/pivot-restaurant-series-1

2 **The CloudKitchens model:**
A turnkey solution for delivery-only kitchen spaces.
A turnkey solution for delivery-only kitchen spaces. Learn about **CloudKitchens** cloud-based kitchen spaces. Featuring individual kitchens optimized for delivery. Already own a restaurant? You'll also hear about **Ottavio**, the CloudKitchens tech product that aggregates all of your delivery companies into one streamlined dashboard for your kitchen crew.
SIGN UP sbdc.events/pivot-restaurant-series-2

3 **The Virtual Tasting Rooms:**
How Wineries are thriving by harnessing the technology of the virtual tasting room.
Meet Certified Sommelier and Restaurateur Germain Michiel and Wine Country Marketing Expert Colby Smith as they explain how wineries are thriving during the coronavirus pandemic by using technology to continue hosting wine tastings, and other personalized educational events.
SIGN UP sbdc.events/pivot-restaurant-series-3

the addition of required local match funding (a requirement which this contract would satisfy). While the Sierra SBDC is managed from the Truckee office, SBC has access to the powerful Northern California network (the largest SBDC network in the United States) to provide specialty consulting for industry specific issues and our Tech Futures Group which matches venture funders with start-up technology companies. This network relationship allows us to quickly generate content and deliver with contemporary and relevant topics. As an example, in response to the Covid19 crisis, our network is producing webinars at a breakneck pace to meet the needs of our small businesses. An example can be seen here; a workshop specifically to help restaurants recover and prepare for reopening.

In addition, by partnering with the ERC, this team can leverage the established relationship with the California Manufacturers and Technology Association (CMTA) which works towards shrinking the existing gap in meeting the educational needs of the 21st century economy by providing relevant and robust career technical education support.

Service Volume and Locations

In terms of Business Technical Assistance volume, for the calendar year of 2019, the SBDC provided over 1,300 free counseling hours to 287 businesses in Nevada County. In addition, the SBDC hosted 44 separate workshops with 637 participants. This contract would enable expansion of this impactful service offering. Currently, the SBDC provides remote virtual sessions and in-person technical assistance from the following locations in the county:

- SBC office at 10183 Truckee Airport Rd,
- ERC office at 104 New Mohawk Rd, Nevada City
- Sierra Commons at 792 Searls Ave, Nevada City
- Client's Business Office or Storefront (never for home businesses)
- Chamber offices
- Local bank conference rooms

Outreach and Marketing

With respect to outreach, the partnership between SBC and the ERC will render the most impactful outreach possible. The ERC has an established presence in western county and the SBC has a robust communications platform led by a full time

Communications Director with multiple media channels. We manage multiple social media sites and targeted web-based platforms to reach our audience. In addition, we collectively have cultivated deep relationships with Nevada County’s multiple Chambers of Commerce, banks, makers spaces and the Alliance For Workforce Development. SBC frequently participates in county sponsored or private sector hosted town hall meetings and educational workshops.

Scope of Services 5.1.1
Business Technical Assistance Task Approach

In response to element **5.1.1.1** *Provide a robust business technical assistance program in both western and eastern Nevada County that promotes the retention and expansion of existing and new businesses and higher-wage job creation.* Business technical assistance will include the following:

Scope of Work Requirement	SBC’s Approach & Deliverables
<p>1 Provide resources such as business planning, financial planning, strategic planning, needs assessments, workforce recruitment and development planning.</p>	<p>Provide free direct one-on-one business counseling and workshops for the following topics:</p> <ul style="list-style-type: none"> • Business planning & Business Model Canvas • Cash flow management • Access to capital • Human resources • Social media and marketing • Web-based commerce • Quickbooks <p>SBC collaborates with the ERC and the Alliance for Workforce Development for recruitment and development planning.</p>
<p>2 Promote business assistance services through outreach marketing strategies to all industry sector stakeholders.</p>	<p>SBC and the ERC plan to continue their robust outreach marketing strategies and amplify efforts in areas of impact such as business recovery from Covid 19, business expansion and startup. In addition, we plan to continue with the annual Economic Summit in the Fall with more exclusive programming to engage the east side of the county.</p>
<p>3 Provide access to business resources such as investor capital, relocation services, grants, and other applicable federal, state and local resources</p>	<p>SBC will continue to utilize and expand relationships with the SBDC Tech Futures Group, EDA, USDA, RCRC and the CA Governor’s office of Economic Development for the benefit of Nevada County.</p>
<p>4 Provide resources for workforce development to support the recruitment, retention and development of workforce needs that include recruitment services to local businesses with local services and opportunities</p>	<ul style="list-style-type: none"> • SBC is a registered contractor with the California Employment Development agency to deploy the Employment Training Panel (ETP) services where appropriate. SBC will work to deploy these workforce development and recruitment programs to eligible private sector employers in the county. • SBC and the ERC will continue to work with

CalWORKs, Alliance for Workforce Development, Sierra College, and private sector workforce networks.

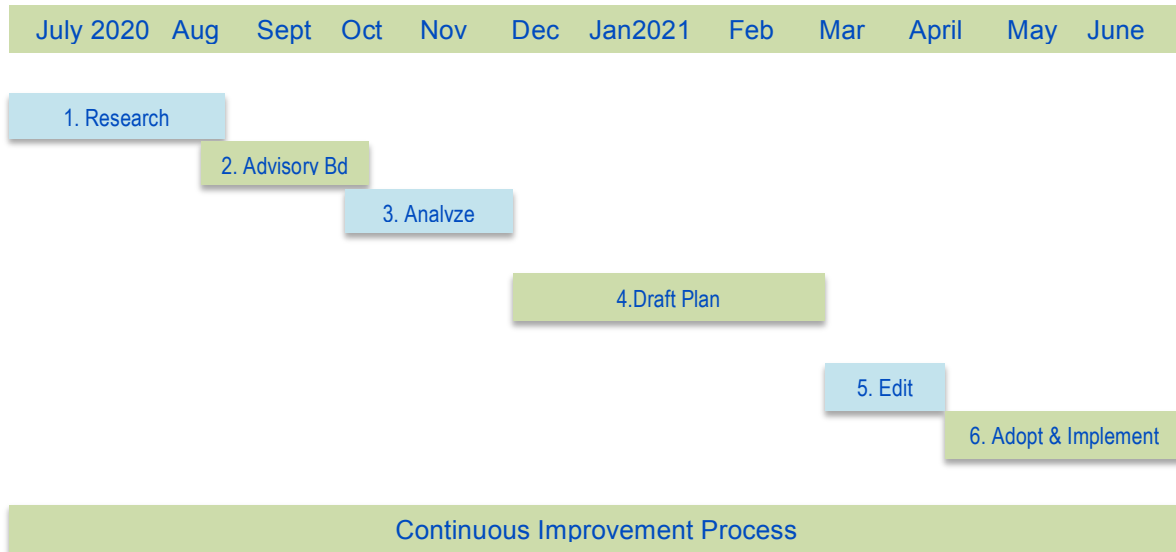
5 Provide warm-handoff coordination services between new and existing businesses and Nevada County Community Development Agency (CDA) Departments and Divisions	SBC acts as an Ombudsmen for businesses in the eastern county due to the convenient accessibility of our offices in the Town Hall building, enhancing the relationship between businesses and Town Planning officials. We will apply this same methodology in the western county to develop the “warm handoff” coordination between businesses and the Planning Department, Building Department, Public Works, Environmental Health, Cannabis Compliance, Code Compliance, ERC and other designated executive staff.
6 Assist CDA to deliver timely, transparent and consistent services	SBC provides a similar function for eastern Placer county and Town of Truckee and will work to develop a positive working relationship with CDA through the following activities: <ul style="list-style-type: none">• Providing referral resources to new or existing businesses in need of assistance navigating the permitting or other regulatory process.• Follow-up on all referrals for business technical assistance provided by CDA.• Develop objective and transparent relationship with CDA to provide timely feedback from the business community perspective• Equally provide objective input to the business community from the County’s perspective
7 Provide ideas to County staff for infrastructure development and developer partnership opportunities, and other economic development strategies	SBC will work with County staff to establish a process for impact analysis, feasibility and review of infrastructure development projects, developer partnership opportunities and other economic development strategies that are synergistic with the new County Economic Development Strategy
8 Provide linkage services, where applicable, to incorporated development departments of the City of Grass Valley, City of Nevada City, and Town of Truckee.	SBC welcomes the opportunity to develop positive, transparent and multi-beneficial relationships between the County and incorporated areas of Grass Valley, Nevada City and Town of Truckee. We envision this process starting with an inclusive approach to the new Economic Development Strategy and continuing with ongoing sharing of best practices, resources and support for important projects such as broadband expansion, policy development, TOT and TBID exploration, etc.

TAB C: Facilitation and Development of a County-wide Economic Development Plan

SBC will approach the facilitation and development of a County-wide Economic Development Plan in the similar manner as the most recent CEDS which identifies the following goals as a solid base from which to start:

1. Catalyze economic diversification
2. Support human capital by facilitating innovation & entrepreneurship
3. Promote inclusive economic development by expanding broadband infrastructure
4. Build community resilience through wildfire and flood protection efforts
5. Protect natural capital by advancing forest health and biomass opportunities

A plan for Nevada County will have many commonalities to the CEDS, particularly with respect to diversifying the local economy, supporting for the entrepreneurial ecosystem including economic gardening support activities, expansion of high speed broadband, community resilience projects, primarily related to forest fire mitigation and flood prevention and natural resource economy technical assistance. SBC’s approach to the successful drafting, facilitation and implementation of a county-wide economic development plan will be conducted in the following steps and timeline.



Note: facilitation and development of a County-wide Economic Development Plan will require several multi-stakeholder convenings. SBC will strive to make these as inclusive and non-disruptive as possible, utilizing technology solutions for round-tables and interviews whenever possible.

In terms of managing the continuous improvement process, SBC will engage with the ERC, local jurisdictions, business leaders and the advisory board on an ongoing basis to identify projects, establish feasibility and pursue funding for those with the highest potential economic impact. Detailed steps for the process are discussed below:

1. **Research Existing Plans and Data:** Collate, codify and update research relevant to Nevada County economic development from the existing CEDS, area plans, general plans and specific plans to leverage and inform priorities.
2. **Create Advisory Board:** Identify and convene a critical stakeholder group and executive advisory board for input into the plan, specifically identification of priority projects and investments.
 - a. Create and distribute survey to Nevada County businesses, non profits and community leaders
 - b. Conduct direct, in-depth interviews with up to 25 key stakeholders
 - c. Work with county staff to identify qualified candidates to provide input to the plan and serve on the executive advisory board from the following sectors:

Local Government	Public Service Districts - Other	Business Sector	Non profit, Arts, Education, Culture
City of Nevada City staff & elected official	Emergency Services / Public Safety	All County & City chambers ERC	Nevada Co. Arts and other arts non profits and Maker Spaces
Town of Truckee staff & elected official	Utility & Recreation: NID, TDPUD, TDRPD	Reps from: Manufacturing Agriculture, Retail Cannabis, Service Tourism, Retail, Remote workers, Technology, Arts	Sierra College, Youth career pathways organizations, Alliance for Workforce Development
City of Grass Valley staff & elected official	Transportation & Planning	Commercial Real estate and housing	Tahoe Truckee Community Foundation & Sierra Nevada Hospital Foundation
Nevada County staff & elected official, CDA	Community Health	Technology & Broadband services	Environmental non-profits

3. **Analyze Data:** Utilize SBC staff analyst to cross correlate survey results and apply big data analytic techniques to clarify issues and create menu of solutions
4. **Draft Plan & Present Initial Findings:** Re-convene stakeholder group and advisory board to present research and survey findings and rough draft of plan
5. **Honor Stakeholder Input & Edit:** Incorporate edits, comments and changes to draft and finalize
6. **Implement Plan:** Begin implementation of prioritized projects including pursuit of funding, project developers, planning and feasibility studies.
7. **Continuous Improvement Process:** Measure progress on an annual basis and update every 3 years.

Scope of Services 5.1.2

Develop a Regional Economic Development Plan Task Approach

In response to the requested services itemized in section 5.1.2.1 *SBC will facilitate the development of a County-wide Economic Development Plan that incorporates the participation of private industry stakeholders, and public jurisdictional stakeholders that includes the City of Grass Valley, City of Nevada City, Town of Truckee, educational institutions, special districts, and other stakeholders.*, SBC offers the following approach:

Scope of Work Requirement	SBC's Approach & Deliverables
<p>1 The County-wide Economic Development Plan will include key elements that identify strategic implementation activities</p>	<p>In addition to the 5 goals discussed above, consistent with the regional CEDS, SBC will focus on elements that promote equity and resiliency throughout the county. The plan will include the following key elements in the Nevada County Plan:</p> <ol style="list-style-type: none"> 1. Support and promote sustained growth for business retention, expansion and attraction, 2. Support and promote workforce development with focus on higher-wage jobs and STEM opportunities 3. Identify infrastructure development needs including housing, broadband, and projects that will improve resiliency within the county. 4. Recommendations for public policy, federal and state funding opportunities and government services, 5. Support and promote vibrant community and tourism attraction strategies.
<p>2 Facilitate a County-wide Economic Development Plan with engaged will include identifying and engaging applicable stakeholder leaders through an inclusive, succinct and organized process.</p>	<p>Conduct inclusive and collaborative stakeholder planning sessions according to the timeline above that engages a broad sector of industry representatives to include (but not limited to:)</p> <ul style="list-style-type: none"> • Manufacturing • Retail • Technology • Hospitality • Education • Healthcare • Real Estate • Regional Chambers • Arts & Culture organizations

TAB D: Inclusive Private Sector Collaboration

The partnership of Sierra Business Council and the Nevada County Economic Resource Council is the best possible approach to achieve inclusive collaboration with a cross-section of businesses to support economic activity, recover from the Covid19 crisis and prepare for inevitable future challenges such as catastrophic wildfire, flooding or PSPS events. Both the Nevada County ERC and SBC will continue outreach activities to businesses soliciting continued support and partnerships, providing leadership and direction for collaboration within sectors and the greater business community.

The Nevada County ERC Board of Directors and Investor Partners have the broadest spectrum of business, government and non-profit agencies of any organization within the western county. SBC has equally deep relationships in the eastern county. Initially, ERC will continue to include all sectors of technology, manufacturing, education, healthcare, cannabis, the arts, real estate, construction and financial services at the collective table.

The Nevada County ERC Board of Directors and Investor Partners will collaboratively work with SBC to continue to grow the financial, technical and wisdom support of the community by personal outreach and a vigorous social media campaign, email announcements, forums, workshop and informational meet-ups.

The Nevada County ERC will also continue the contract work with The Northern Rural Training and Employment Consortium (NoRTEC) and the Nevada County Tech Connection, connecting the tech community, supporting innovation and small businesses and boosting entrepreneurship in Nevada County. This is accomplished through monthly meet-ups for networking, education for small businesses and our annual tech conference.

The Nevada County ERC will continue to work with California Manufacturing Technology Consulting (CMTC) in support of local manufacturing businesses in the areas of human resources, finance, safety, sales, marketing and web development.

The Nevada County ERC will continue the yearly Economic Development Summit to provide current national, state and regional economic information for business, government, non-profits and the greater general community.

Scope of Services 5.1.3 Inclusive Private Business Collaboration

In response to the requested services itemized in section 5.1.3, SBC/ERC will provide the following:

Scope of Work Requirement	SBC's / ERC's Approach & Deliverables
<p>1 Engage, maintain and leverage private businesses in an inclusive collaborative manner to support, promote, provide and inform the economic activities that support and promote sustainable economic development.</p>	<ul style="list-style-type: none"> • ERC will lead the effort to include all sectors of technology, manufacturing, education, healthcare, cannabis, the arts, real estate, construction and financial services at the collective table. • SBC will work across the county and initially focus on further engaging the east side of the county
<p>2 Promote and participate in local and regional networking events, workshops and applicable economic development association organizations.</p>	<ul style="list-style-type: none"> • Continue the yearly Economic Development Summit • Work with California Manufacturing Technology Consulting (CMTC) in support of local manufacturing businesses • Work with The Northern Rural Training and Employment Consortium (NoRTEC) and the Nevada County Tech Connection

5.2 Deliverables

1. As noted, SBC operates a robust database to track activity related to business technical assistance. On an ongoing basis, SBC will collect and report information on business technical assistance services delivered. This will include data on the number of business served, types of businesses and industries served, type of services provided, amount of capital accessed and the number estimated number of jobs created and/or retained as a result of services provided. SBC will also work with the ERC and the county to collect information on the types or permits needed/provided and business feedback.

2. SBC will collaborate with the leadership of the Chairman of the ERC and administrative staff to implement and operate a warm handoff of coordination services with the CDA of Nevada County, the City of Grass Valley and the planning department of Nevada City (Nevada City does not have a CDA department).

3. SBC will provide information on how it engages and leverages an inclusive private business collaboration strategy across all sectors within eastern and western Nevada County to promote and support economic development.

4. SBC will develop and provide a County-wide Economic Development Plan to be presented for adoption to the Nevada County Board of Supervisors that incorporates

collaborative efforts with the City of Grass Valley, City of Nevada City, and the Town of Truckee. Process steps noted above in Tab C

5. SBC will provide an annual presentation to the Board of Supervisors on all contract activities.

5.3 Reporting Requirements

SBC will comply with the following reporting requirements:

1. On a monthly basis, SBC will provide an overview summary report on all schedule of services.
2. On a quarterly basis, SBC will provide a detailed quarterly report on all schedule of services including monthly financial reports.
3. At the end of the fiscal year, SBC will provide an annual report on all schedule of service activities, including an annual financial report.
4. At the end of the fiscal year, SBC will provide an annual presentation on activities and progress to the Board of Supervisors, including a summary of all financial activities.

TAB E REQUIRED STATEMENTS

TAB G FIDICIARY RESPONSIBILITY

SBC commits to utilizing the available budget to the maximum extent possible. As a regional nonprofit with a revenue model largely dependent on government grants and fee for service contracts, SBC runs a lean operation and has developed a strong proficiency in record keeping for time and effort reporting, responsible use of funds and performance. SBC's federal and state grant funded programs are subject to strict oversight and annual audits that ensure that funds are being deployed into the community for maximum benefit. The county will benefit from this oversight and assurance with this synergistic investment that allows SBC to leverage existing funding for maximum impact.

Cost Savings Solutions & Techniques to Bring This Project Under Budget:

As noted in Tab B, SBC has access to the entire network of Northern California business consultants with the SBDC. As such, we are able to offer workshops and access counselors at no cost to SBC or the County. These offerings are directly subsidized through our SBA and GoBiz contracts at the regional level. This allows SBC to capture cost savings by avoiding duplication of effort for the benefit of the county and can potentially allow us to perform contract deliverables under budget. This potential cost savings would be reflected in the "Business Consultant" and "Business Workshop" lines item of the proposed budget and cost proposal in Tab F. Examples of this type of workshop include a cottage food industry series and an access to capital workshop series. See inset for the program announcement.

In addition, a potential savings may be realized related to developing the Economic Development Strategy depending on direction and involvement from county staff. SBC keeps impeccable records of our activity (as required from federal and state funding) and will share these opportunities through our regular schedule of reports.



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WHEN:
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January 14, 2020
January 15, 2020
January 16, 2020
3:00 pm - 4:30 pm

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Debra Williams is a regional restaurant advisor who uses deep industry knowledge to help her clients achieve success. She completed culinary school at La Verne in 1976 and later received her MBA from California State University in 1984, with an emphasis in Entrepreneurship and Marketing.

Responsible accommodations for persons with disabilities are provided whenever possible. For more information, contact Alan Montague at 707.853.3072 or alan@norcalcenterdirect.com

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TAB F COST PROPOSAL

SBC has itemized staff and pass through costs in the budget below and in the itemized Cost Proposal. SBC will provide a 1:1 match of county funds with funding from the Small Business Administration, the Governor’s Office of Economic Development and the Economic Development Administration for the execution of the synergistic elements of this contract, allowing the county to leverage their funding in the most impactful way possible. Funding is planned in the following four areas;

1. Direct staff costs to manage and deliver the proposed Statement of Services and associated community benefit outcomes including creation of an economic development plan, business technical assistance and coordination of services with CDA,
2. Retention of Janet Augstein to provide support in western county
3. Business counselors providing free one-on-one technical assistance
4. Instructors for business workshops
5. Sponsorship of the annual economic summit in coordination with the ERC

The budget for this project is as follows:

Position Title		Hourly Rate/ Flat Fee	2080 Hours	Total Budget	% SBC	\$\$ SBC	% Match	\$\$ Match
Director/VP	Kristin York	\$ 90	416	\$ 37,440	50%	\$ 18,720	50%	\$ 18,720
Associate Director	Jess Carr	\$ 75	312	\$ 23,400	50%	\$ 11,700	50%	\$ 11,700
Lead Business Counselor	Leslie Williams	\$ 75	416	\$ 31,200	50%	\$ 15,600	50%	\$ 15,600
Program Analyst	Simone Cordery	\$ 45	520	\$ 23,400	50%	\$ 11,700	50%	\$ 11,700
Program Analyst	Ben Maritato	\$ 45	520	\$ 23,400	50%	\$ 11,700	50%	\$ 11,700
Admin	Tyra Frizzel	\$ 42	280	\$ 11,760	50%	\$ 5,880	50%	\$ 5,880
Total SBC Personnel				\$ 150,600		\$ 75,300		\$ 75,300
Direct Charges to Project								
ERC Admin - Janet Augstein				\$ 60,000	50%	\$ 30,000	50%	\$ 30,000
Annual Summit				\$ 7,500		\$ 7,500	n/a	n/a
Business Workshops	48 ea	\$ 300		\$ 14,400	50%	\$ 7,200	50%	\$ 7,200
Business Consultants	1,200 hrs	\$ 75		\$ 90,000	50%	\$ 45,000	50%	\$ 45,000
TOTAL						\$ 165,000		\$ 157,500

All SBC staff costs are charged to the grant at the direct rate plus benefits and associated taxes, workers comp and a de minimis indirect rate of 10% to help cover overhead of the operation including insurance, general and administrative support. Reimbursable expenses such as travel costs are not anticipated as they will be covered by a matching SBDC contract and will not be charged to Nevada County for the term of the contract. Staff costs at SBC are customary and reasonable for the specified services in the region.

Key staff dedicated to this contract:

Kristin York, Vice President of Business Innovation:

Directs overall execution of the project, manage advisory committee and governing board communication, draft Economic Development Plan and track priority projects. Develops, creates and conducts workshops for small business support and economic diversification efforts.

Jess Carr, Associate Director:

Assists with community development relations with key government agency personnel. Provides support for Economic Development Plan visioning sessions and strategy. Coordinates all workshops and Business Consultant sessions with clients. Prepares updates for county reporting and key stakeholders, manages social media accounts.

Leslie Williams, Lead Business Consultant & Economic Development Specialist:

Focused primarily on community outreach, education and tracking funding opportunities. Assists with grant applications and loan applications where appropriate. Provides direct technical assistance to business support organizations and small businesses, particularly with respect to access to capital.

Simone Cotter-Cordery, Program Manager:

Manages implementation of projects on the ground, in particular related to resilience efforts. Assists with grant applications related to economic development plan. Leads social media marketing workshops.

Ben Maritato, Staff Analyst:

Staff dedicated to feasibility work and technical assistance specifically related to economic development plan and related external funding opportunities.

Janet Augstein, Administrative Assistant:

Administrative support dedicated to the western county (Time and expense split with ERC)

Note: Full CVs available upon request

TAB H EXCEPTIONS

No exceptions noted

Responses to Nevada County Economic Development RFP Questions

Thank you for the opportunity to respond to your questions. Given the 1-day turnaround for these questions and our completely full calendars, the answers below are brief. However, we welcome the opportunity for a zoom call with the panel to respond more efficiently. Nevada County has the opportunity to move forward with exciting initiatives for economic development and we welcome a dialogue to co-create that vision. In the meantime, please see below.

1. Please highlight areas of your proposal which incorporates innovation that expand your current services. Please be as specific as possible.

SBC has access to the powerful Northern California SBDC network (this includes over 100 counselors) to provide specialty technical assistance for industry specific issues including the Tech Futures Group which matches venture funders with start-up technology companies, the restaurant and hospitality professional group, finance center and counseling and workshops in 5 languages plus American Sign Language. We do not know of any other organization that can offer these services completely free of charge to small businesses.

An example of innovation that expands our current services includes how fast SBC was able to respond to the Covid19 crisis. Because of our network relationships, SBC has created, delivered and/or partnered on 28 direct workshops since March 16. In addition, we provided the core funding and several of the counselors for the five-day e-commerce Business Ignitor virtual course delivered by Sierra Commons. This ability to pivot, create content and deliver relevant workshops in a short period of time is innovation in action. The next topics on deck for this style of delivery include: business recovery and resilience, cash flow planning in a crisis and building sustainability into your business.

A key example of innovation that we did NOT include in the proposal so as not to confuse the topic with the Nevada County Relief Fund is the [Resilience Fund Sierra](#). This program is being offered on the east side of the county as a community impact revolving loan fund created under SEC Rule 506c that allows accredited investors to support local businesses with low cost capital. The fund aggregates investments and donations that are redeployed quickly through low interest microloans into the business community where it is needed most; bridge financing to help small businesses repair, adapt and recover.

Many of Nevada County's businesses will qualify for federal programs, but most will not and do not have the working capital to survive. The Resilience Fund can prevent permanent closure of the county's businesses that create the unique character of our small communities.

SBC deployed this fund in about four weeks and a similar fund could be built for the west side. To start, capital aggregated from public and private sources was placed into a revolving loan fund. Sierra Business Council provides the accounting, underwriting and administrative services to manage and deploy the fund to eligible businesses within days. Businesses are "triaged" into one of three categories:

1. Business was unhealthy before the crisis and needs debt counseling more than a loan – SBDC counselor assigned
2. Sweet spot! Business is in need of short term capital to recover. Goes through underwriting and is assigned a counselor.
3. Business is capable of accessing capital markets on its own, just needs technical assistance to get through



A core feature of the Resilience Fund is that businesses receive free technical assistance from the SBDC that can improve business models and systems to leverage productivity during suspended operations. Businesses will receive the counseling they need to carefully plan operating cash flow, giving them the best chance of long-term success. The Resilience Fund can deliver solutions on the local scale much faster and effectively than any other mechanism.

In the first few weeks of the fund, we have funded *14 loans representing 127 jobs*. We believe that is true innovation.

The best part of the fund is that it is designed for the long term. Since the funds are held until perpetuity (or an investor wants to be repaid) a fund like this in Nevada County could help businesses survive PSPS events, start up, grow or expand.

2. Please elaborate and provide additional information on the proposed partnership with the Nevada County Economic Resource Council (ERC) and how you will work directly with them to advance economic development in western Nevada County.

SBC had considered responding to the RFP on our own. However, we are aware that there are political divides in the county that could present an insurmountable hurdle. SBC discussed the partnership in depth with Chair Lisa Swarthout and Chair Elect Jason Fouyer. We collectively realized that combining the best of both organizations would bring new energy to the county business environment while preserving the support of legacy business owners.

Please provide specifics on how you propose to coordinate with ERC to provide Business Technical Assistance: This relationship has worked well as SBC has built up a presence in the county. Going forward, SBC would retain and train Janet Augstein in

our client intake system so she can help expedite and manage the client intake and workshops on the west side. Janet has been a key figure in the execution of ERC relationships and the continuity will help the transition.

Warm-handoff coordination services with the Community Development Agency, and business outreach:

A “warm hand off” requires human intervention. Nevada County CDA includes Cannabils Compliance, Agriculture Commissioner, Building Department, Code Compliance, Environmental Health, Farm Advisor, Planning, and Public works. SBC has worked with many of these divisions over the years, however we believe there is a bigger role to be played with respect to “community relations”

As noted in the RFP, SBC acts as an Ombudsmen for businesses in the eastern county due to the convenient accessibility of our offices in the Town Hall building, enhancing the relationship between businesses and Town Planning officials. This is an effective model for positive relationship building with CDA and embodies the “warm handoff” scenario as described. We will apply this same methodology in the western county to develop the warm handoff coordination between businesses and the various departments. This starts with relationships and education.

SBC will first schedule meetings with each department to gain an understanding of the issues and challenges of interfacing with the public and then collaborate on a series of educational videos and FAQs to help businesses understand the process required with each department. SBC can designate certain SBDC counselors as intermediaries that train with the county for how to provide direct technical assistance and ultimately, the warm handoff so that businesses arrive informed and prepared.

3. How does your Firm’s proposal differ from the pre-existing business technical services already provided by SBC through the ERC, if at all?

SBC is the “outsourced” or contracted provider of technical assistance for Nevada County ERC. For the past two years, we have exhausted the funds for counseling by the 2nd or 3rd quarter of the contract. We continue to provide technical assistance, however a direct contract with the county would allow us to **expand this service** with additional counselors, counseling hour and workshops – so it differs, because we can offer more comprehensive and responsive service. SBC is delivering a high quality service to businesses for free – with the underwriting of federal, state and local funds. For this to continue, requires funding. We have added two counselors in Nevada County to assist with Covid19 needs, but could easily add several more if funding were available.

4. Your proposal includes pre-existing Staff currently supporting the ERC. What new things will the existing staffing bring forward while serving under the new SBC business model?

Janet will be trained as an administrator in our neoserra database so that the ERC is an official “hub” of the SBDC. This will allow her to help expedite and schedule counseling sessions, organize workshops and the annual economic development conference. Our long term vision is to identify talent in the western county that can serve as an effective direct liason (as we have in the eastern county)

5. Our RFP Panel articulated that the “nuts and bolts” of economic development includes knocking on doors and getting out in the community.

a. Will SBC be proactively engaging with business and what type of regular activities will your staff conduct?

SBC engages with businesses through direct contact and events such as workshops and partners such as Chambers, the ERC, and Sierra Commons. SBCs proactive engagement with businesses includes our social media, press releases, SBA events, and most recently through the Nevada County business task force and Collaborative Facebook site. We engage through small business lenders, tabling at business roundtable events, speaking at Sierra College and by working our hotline through the most recent crisis. The SBDC has been a powerful force in helping businesses through the Covid 19 response and recovery and we understand knocking on doors. A contact directly with the county will allow us to expand presence in the western county as we have probably knocked on every business, special district, non profit and service providers door in the eastern county. Currently, our virtual presence is ubiquitous. Post covid19, we intend or physical presence to be the same. We are happy to provide references of our ability to “knock on doors”.

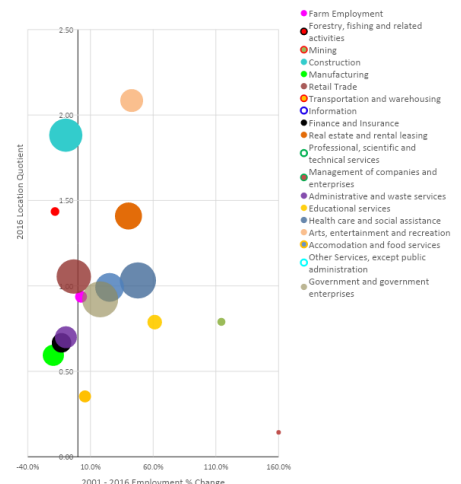
b. Please expand on how you will conduct business outreach, both to promote business technical assistance and to promote a business leadership for economic development.

See above for more. The SBDC is effective - In the first five months of 2020, SBC has provided almost 400 hours of free technical assistance to 170 businesses in Nevada County. We are always looking for new ways to promote technical assistance and promote business leadership for economic development. For perspective, The year *before* SBC took over the SBDC, only 29 businesses in Nevada County were served with 97 hours of counseling and zero workshops. We strive for continuous improvement in this regard as the numbers attest.

6. Please explain what types of Business Industry sectors your Firm feels is/should be Nevada County’s target Market?

Is this question asking from a business attraction perspective or for economic gardening? The answers will be quite different.

Based on our Business Cluster Analysis (shown to the right) the current dominant industries (government services, healthcare and social services, construction and retail trade) are not desirous of a robust economy. For business attraction (and given the opportunity afforded from the “urban flight”) we recommend targeting light manufacturing, technology, professional service, however, these businesses will require high speed broadband capability thus the county should continue its proactive pursuit of projects. This is the type of research that would be conducted for the county’s economic development plan should SBC be selected.

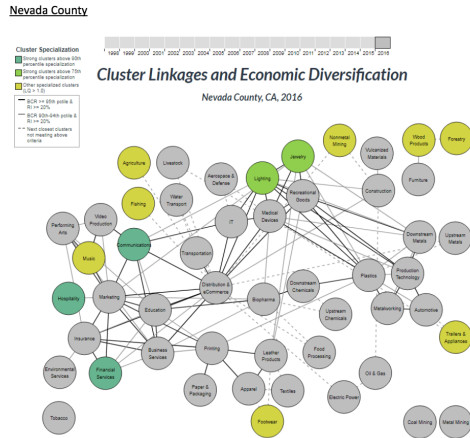


Based on our analysis of Cluster linkages using 2016 data (see below), we determined that financial services, hospitality, communications and forestry correlated the highest with potential for economic diversification. This analysis should obviously be updated, however that is beyond the scope of this current response.

As a general rule, SBC believes the first target should be towards economic gardening (providing technical assistance and funding to help established sectors grow) with an opportunistic approach to business attraction.

7. Please provide specific information on how you will use data analysis to develop a Regional Plan.

The answer to question 6 provides some insight into this question. SBC employs a data scientist who will assist in this effort. In addition, we will access the academic assets from Presidio Graduate School, the SBDC statewide network, and leverage California Forward’s “Regions Rise Together” for additional data to support the regional plan



8. What type quantitative sources do you anticipate using?

This question is rather general, it depends on what we are quantifying. If you can be specific, we can provide a specific answer. We partner with RCRC to provide the most current economic data for regional sectors. In addition, we rely on Implan for economic impact analysis based on the inputs we provide. As noted above, our data scientist scours quantitative sources depending on the topic. In certain instances, we purchase quantitative data through Cal State Chico Center for Economic Excellence or Los Rios College for workforce data.

9. How will you evaluate the effectiveness of your services? Will you develop a Logic Model or other methodology or tool that factors in resources, inputs, outputs, and outcomes?

We do indeed use a logic model for planning and measuring the deeper impact of major projects. We have included a screenshot from a logic model tool that was used in collaboration with a project in Sierra County and Blue Forest Conservation in the Yuba River watershed. The main focus was on how to mobilize the varied resources and assets to complete the project and ultimately measure not just the outputs, but the outcomes for the county. We anticipate that the logic model would be used specifically for discrete major projects associated with the economic development strategy and in collaboration with our CAMP projects as described in the RFP – specifically the region-wide vulnerability assessment

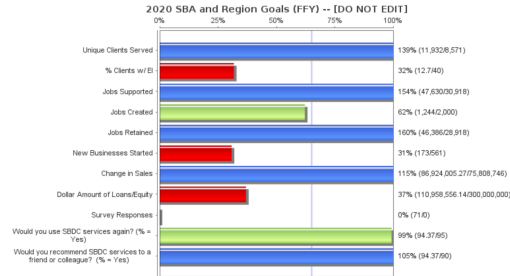
Logic Model - Impact

	Input (How)	Output	Outcome (What)	Impact (Why)
	Ecosystem Type	Valuation Benchmark	Type of Benefit	Example
Water Impact	Water quantity	Utility replacement cost	Revenue enhancing	Cost per acre-foot of reclaimed water
	Added hydropower	Megawatt hour spot market	Revenue enhancing	Average spot price per megawatt hour
	Water quality	Increased cost of treatment	Avoided cost	Cost of chemical and increased filter backwashing
	Sedimentation	Cost of dredging	Avoided cost	Denver Water post-fire restoration costs (>\$30 million to date)
	Flood control	Cost of flooding	Avoided cost	Cost of flooding damage following Schultz Fire in AZ
Fire Impact	Forest resilience	Fire suppression cost and value of fire risk reduction to infrastructure	Avoided cost	Cost of electrical transmission lines for Rim Fire, average cost of fire suppression per acre, or reduction of insurance premiums
	Carbon emissions	Carbon market	Revenue enhancing	Voluntary carbon permit price
	Wildlife habitat	Mitigation credits	Revenue enhancing	Value of mitigation banking market
	Forest health	Cost of tree mortality	Avoided cost	Value of carbon and fire risk reduction
Social Impact	Job creation	Restoration jobs	Revenue enhancing	Salaries and taxes generated by restoration crews
	Recreation	Tourism value	Protected revenue	Community-specific tourism revenue
	Protected timber	Value of timber	Avoided cost	Merchantable timber appraisal and expected harvest schedule

sponsored by the Sierra Nevada Conservancy which includes Nevada County.

2020 SBA and Region Goals (FFY) -- [DO NOT EDIT]

Period: 10/1/2019 to 9/30/2020



Further, but perhaps more pedestrian are the metrics we use to measure the effectiveness related to our Small Business Development Center. On a regular basis, SBC has provided metrics to the ERC explaining our impact related to business technical assistance and workshops. These metrics are shared with the board of supervisors during the ERC updates.

For perspective on where these metrics come from, SBC tracks all activity in a proprietary database that is subsidized through our contract with the SBA. A screenshot is included above. This tool factors in overall resources dedicated to the project, inputs (primarily time and effort based), outputs (numbers of hours and clients served) and outcomes (business success stories, capital accessed, underserved communities reached, jobs supported, created and retained, increased sales, etc). All of this data would be reported to the county on a regular basis or as requested. We do not know of any other agency or organization that tracks this kind of information with such diligence. It should be noted that all of our client information is entirely confidential, unless permission is granted to share. As such, information is published in aggregate.

10. When developing a Regional plan, if considering a game of Poker, please describe how your plan will identify what the County’s “Hand” is and how your Firm will develop recommendations on what the right play might be.

SBC is positioned to play the “right hand” better than any other organization that we know of. We do not have the reputation of a “poker face”. We are straight shooters and we do not gamble. What we do well is cultivate relationships at the local, state and federal level that will ultimately help rural communities thrive. This is done through our strong government affairs presence in Sacramento, relationships through federal agencies and support for the private sector through businesses and NGOs.

Our assessment of the poker analogy is that we would create recommendations based on the “hand the county is dealt”. Reality is an important lens in this regard. Quite frankly, we could write an entire essay on this topic, however, given the time constraints for the turnaround of this question, the late hour at which this response is being drafted and most importantly, the varied perspectives for the answer to this question, we digress.

The “Right Hand” is the hand that cashes in the chips at the end of the play. To that end, SBC is interested in playing all of its best cards for the benefit of Nevada County. This means,

- Leveraging private investment (establishing the resilience fund for local revolving loan capacity, working to establish a legitimate community foundation in the western county to drive catalytic investment similar to the eastern county, supporting small businesses with technical assistance to access capital.),
- Accessing state monies where possible (CASF grants for broadband, Sierra Nevada Conservancy for Vulnerability Assessment, RCRC for infrastructure or broadband, “Regions Rise Together” partnerships, state water bond projects)

- Federal funding for infrastructure and Rural Economic Development projects (EDA infrastructure grants, USDA investment, Economic Disaster funding)

11. Please describe your Firm’s understand of how economic development intersects with Community Development? What are the differences and how will your services support, promote or expand community development?

Community development includes the broader perspective of development issues such as housing, public safety, health and human services, education, zoning and land use planning. Economic development encompasses the part of community development focused specifically on the economic factors - business, job creation and workforce training – however, they are systemically related and equally important for a thriving community. Economic development is the implementation of a subset of community development strategies. SBC considers the holistic aspect of “Community Economic Development” where a systemic approach to community scale transformation looks at the possibility of job creation or retention through economic gardening efforts where the assets, talents and preferences of the community are amplified to the greatest extent possible.

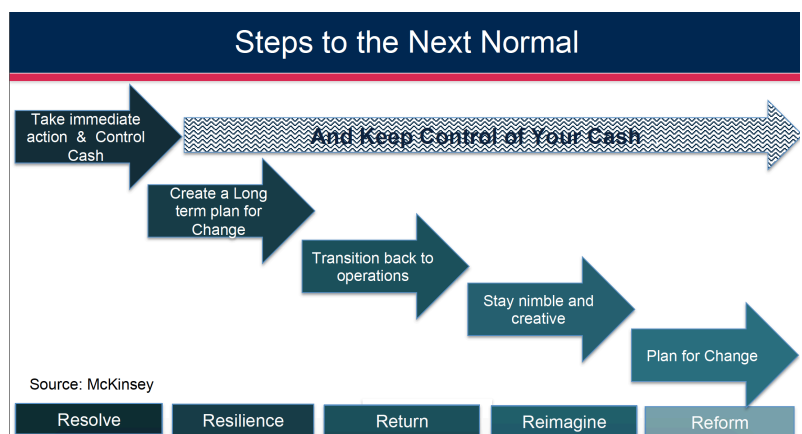
12. Describe how government can best play to promote economic development versus the private sector?

Government has the power to make and enforce policy, leverage state and federal funding and ensure that all sectors of the public are represented. Government can advocate for and enforce equitable solutions in a way that the private sector is neither incentivized, nor motivated to do. Government can best play to promote economic development by helping to level the playing field in an otherwise unfair game.

13. What changes or adjustments, would your Firm make to your proposal to compensate for a COVID-19 Recovery?

SBC has been responding to requests from multiple agencies and business organizations seven days a week since the crisis began. The only change we would make is to have a greater focus on the reforms that the next new normal will require and the economic impacts and to request more funding to help deliver more services.

As we noted one of the first business task force meetings (graphic included to the right) this recovery will take imagination and reform. SBC is tracking this to the best of our abilities. We would appreciate the opportunity to work with Nevada County to emerge stronger than before.



Nevada County Broadband Strategy



October, 2019

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1. EXECUTIVE SUMMARY

This strategy is tactically practical and visionary in that it focuses on local solutions where Nevada County can have direct impact on increasing broadband connectivity for the benefit of its residents. The broadband plan considers state and federal policy where appropriate for compliance or inclusion in Nevada County's General Plan, however it is largely focused on County specific policy recommendations that address the unique challenges of the county.

The broadband landscape in Nevada County can best be described as challenging. While there are areas of the county that have sufficient speeds for daily work and home life, there are still large swaths of the county with no coverage or coverage so slow, it has become prohibitive to perform daily, essential tasks. As the connected world moves on with access to high-speed, real-time information, unconnected and under-connected residents in Nevada County are left behind by the great digital divide. The same topography that brought Nevada County great wealth during the Gold Rush is now impeding the county's broadband connectivity. The hard rock beneath the towns is difficult and expensive to dig through; dense forests obstruct the line-of-site needed for wireless technology; and the rural nature of the county's landscape doesn't support the population density needed to show return on investment for most broadband projects.

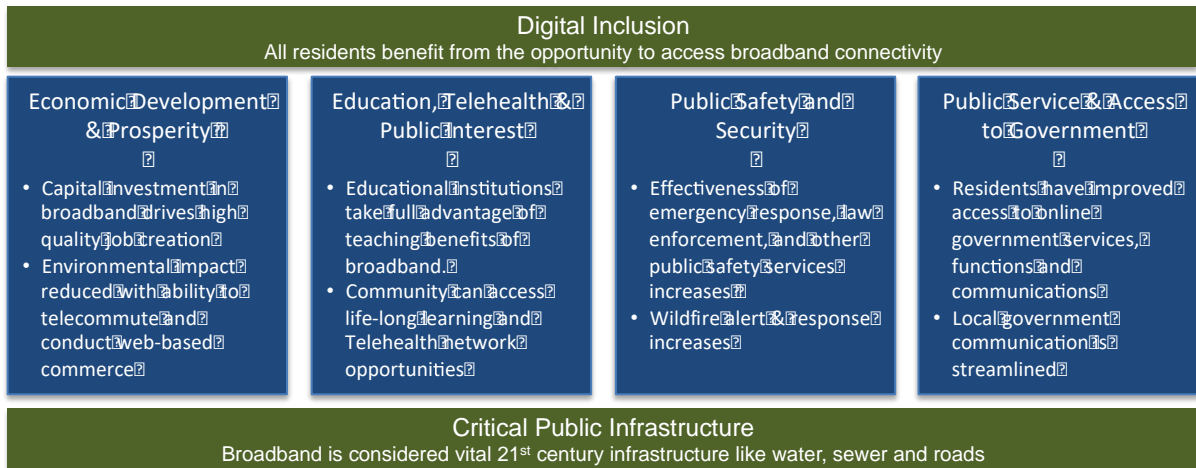
As Nevada County moves forward in overcoming these obstacles, there are best practices that can be incorporated to facilitate successful broadband projects. Supporting efforts to brand Nevada County as a digital leader and declaring broadband essential infrastructure for the lives of all county residents is essential. Adopting policies and procedures at a local level that support and ensure broadband deployment will be much more effective than relying solely on state or federal assistance. Municipalities sometimes dismiss the idea of open-access fiber networks as they do not want to play the part of the Internet Service Provider (ISP). That being said, there are models to be considered that place the municipality in the role of builder and owner while private providers lease the network and provide the service. Open-access networks in other areas have proven successful as competition and service in their areas went up as prices came down.

Ultimately, the right solution for Nevada County will likely combine multiple approaches that leverage existing fiber infrastructure, wireless opportunities and custom micro mesh networks. Broadband networks are not a one-size-fits-all product and this plan acknowledges this fact.

Nevada County has always been a place where difficult tasks are met with innovative ideas and good, old-fashioned grit. This region pulled gold out of granite and laid rails through mountains. Nevada County is now in a position to meet the 21st century by laying the groundwork for the new Silk Road: high-speed Internet. This plan focuses on bridging the digital divide and amplifying economic development to ensure that all residents have access to healthcare, education, safety networks, an elevated quality of life and the opportunity to compete in a workforce of 21st century jobs.

2. NEVADA CO BROADBAND GOALS AND IMPACT

This plan was developed with a focus on impactful strategies that prioritize actions within the County’s control, specifically local policy and planning, local funding mechanisms and partnerships that will advance broadband coverage within Nevada County. High-speed Internet access is integral to the success of local businesses, advancing education opportunities, optimizing results from telehealth, ensuring public safety and improving access to government services. Rural communities have struggled to secure the benefits of broadband at the expense of these areas. Rather than rely primarily on support and funding from federal and state sources, this plan is designed to take a “county first” approach and considers actionable strategies that can be leveraged through outside agencies and partners. The overarching goal of this plan is to expand and improve coverage in the county to support economic development, public safety, education, telehealth and public services while amplifying general prosperity and equity through Digital Inclusion. This plan envisions creating impact in the following priority sectors:



This plan is tactically practical while being visionary for long-term success. It is heavily goal based and identifies the following goals in support of broadband expansion for the county:

1. **Codify Policy:**
2. **Prioritize Effort:**
3. **Elevate Economic Development Needs:**
4. **Connect Everyone and Ensure Public Safety:**
5. **Partner and Collaborate:**

These goals were developed from stakeholder interviews, review of best practices and a high-level analysis of practical application in comparable communities.

3. IMPLEMENTATION STRATEGY & PRIORITY ACTION STEPS

This plan focuses on implementation strategies that prioritize actions within the County's control, specifically local policy and planning, local funding mechanisms and partnerships. From a best practices implementation perspective, the most successful projects tend to be driven through local initiatives, rather than relying on state or federal incentives, policy or funding. To that end, the following priority action steps are focused on what Nevada County can do within its own control while leveraging state and federal resources where feasible.

1. Codify Policy

The County will have the most impact by codifying specific local planning and development policies that encourage the responsible expansion of broadband infrastructure. Adoption of effective local policies will immediately impact new development projects, ongoing infrastructure projects and the future prosperity of the County. Nevada County's General Plan includes vague language that could be built upon for more impactful results. Recommended policy language is appended to this plan. The current General Plan includes the following policy in the Land Use element:

Policy 1.7.18 *Encourage and support a sustainable and technologically current high-speed broadband transmission system that reliably connects Nevada County businesses and residences to national networks as a means to reduce transportation impacts, improve air quality, enhance citizens' quality of life, and promote economic development.*

Program 1.7.1 *The County will develop site standards requiring new residential and commercial development projects to include the broadband infrastructure components and adequate bandwidth speeds necessary to support current communication technologies.*

While this general plan language is a solid start and provides a base for more innovative policy, it lacks urgency. The following recommendations build upon the general plan intent with actionable steps:

Best Practice Example: Dig Once Policies

The most impactful dig once policies are designed to maximize the conduit included in trenching projects while reducing the overall costs to participating entities. For example, under Boston's policy, the first company to request a trench must invite other entities to add additional shadow conduit and mandates that all telecoms install their conduit "in the same trench, at the same time, on a shared-cost basis." The conduit becomes the property of the municipality, and may be rented to private telecoms. The policy also obtains advance notice of private utility projects, and incorporates the specifications for conduit installation in the design phase as an efficient and cost-effective way to gradually build out a network of publicly owned broadband.

In addition, data centralization and tracking of scheduled underground projects is a key element of the policy that can circumvent the secrecy surrounding ISP fiber line extensions. Precise mapping of existing broadband projects identifies infrastructure that can be leveraged to expand access.

See section 4 and appendix for a more depth explanation of dig one policy implementation.

1. Codify Policy Action Steps

Facilitate integration of broadband planning into County plans and policies

Impact Strategy	Priority Actions
Adopt a broadband policy for Nevada County	<ul style="list-style-type: none"> ○ Review, amend as appropriate, and adopt the attached suggestion for a county-wide policy
Ensure building and development codes include broadband	<ul style="list-style-type: none"> ○ Require the provision of broadband infrastructure in all public buildings, major transportation and other infrastructure projects, commercial development projects, and residential neighborhoods ○ Require new or renovated residential and commercial development projects to provide broadband connectivity and include the infrastructure components necessary to support optimal broadband connectivity ○ Incorporate into conditional use permits the requirements to ensure continuity of broadband service and periodic upgrades to state-of-the-art broadband technologies
Ease access to county-owned right-of-ways (ROW), poles, and vertical assets	<ul style="list-style-type: none"> ○ Adopt ordinances and develop procedures to facilitate and streamline the approval of permits to use ROW or public facilities ○ Create checklists and best practices for the review and approval of permits, including timelines and deadlines for application review, process, and access ○ Checklists should include which assets could be available and what to consider when negotiating access agreements ○ Create a database of public ROW and public facilities that can be used for broadband deployment and develop procedures to streamline the approval of easement encroachment permits
Create Dig Once and One Touch Make Ready policies to reduce the amount of times ROW are disturbed, reduce permitting costs, and better manage encroachments	<ul style="list-style-type: none"> ○ Design and implement a Dig Once and a One Touch Make Ready (OTMR) Policy. Additional information on One Touch Make Ready in Appendix ○ Maximize the opportunity for broadband infrastructure installation by leveraging the opportunity to lay conduit and/or cables during road building or expansion projects ○ Allow better management of the ROW by reducing number of intrusions and determining appropriate pathways ○ Consider opportunities for cost-effective development of municipally-owned fiber networks and /or

2. PRIORITIZE EFFORT

Implementing this broadband plan will require dedicated leadership. Nevada County has already taken important steps to prioritize broadband, however for high-speed, future-proof broadband to take hold, best practices indicate that prioritizing the effort on the human scale with a true champion is one of the most important steps to take.

By identifying a point person to interact with county, region, state agencies and providers to broaden awareness of statewide broadband support, public safety initiatives and funding opportunities, Nevada County can ensure accountability to goals and adoption. A major hurdle for many small towns has been challenge by incumbents. It is a time-tested strategy that large telecoms simply wear smaller, rural communities down with their relentless protests and lawsuits. In many cases, the community and subscribers standing up for overall better service from local providers can overcome this type of challenge. A strong advocate at the county level who can organize the coalition has had success in communities like Wilson, North Carolina and Clear Lake, California.

Community Advocate Leads Effort for Community Owned ISP

Greenlight - Wilson, North Carolina

Wilson’s city manager forged a path for Greenlight, a community-owned, symmetrical gigabit, Fiber-to-the-Home network. The City’s fiber network passes every home and business in the city, and continues to spread deeper into Wilson County. The system includes hotspots in strategic locations to further expand wireless transmission. This community-owned and operated ISP represents the ultimate form of public-sector leverage in the broadband market but does require the municipality to operate an ISP as a business and compete directly with the private sector.

More information on Greenlight can be found at www.greenlightnc.com

2. Prioritize Effort Action Steps

Identify point person at Nevada County to implement plan

Impact Strategy	Priority Actions
Designate staff to implement the County’s broadband plan and policies	<ul style="list-style-type: none"> ○ Ensure County economic development plans, general plans, and area specific plans include broadband ○ Monitor broadband deployment in the local jurisdiction and update relevant plans to ensure infrastructure is adequate for future applications and consumer demand
Support efforts to brand Nevada County as a digital leader	<p>Monitor communications regarding broadband as essential infrastructure for:</p> <ul style="list-style-type: none"> ○ Economic development, job creation and prosperity ○ Public safety & Telehealth ○ Decreased environmental impacts ○ Bridging homework gap and access to educational opportunities
Support project implementation & manage communications	<ul style="list-style-type: none"> ○ Act as liaison between developers and County for new broadband projects ○ Keep Board of Supervisors and key staff updated as to new broadband technologies, needs and developments

3. ELEVATE ECONOMIC DEVELOPMENT NEEDS

Advanced broadband utilization and a workforce with digital skills are crucial to the growth and retention of businesses in the 21st century. By acknowledging that broadband is a critical component of economic development and necessary to become a world class innovation ecosystem, the County will experience the systemic benefits of a more stable year-round economy, growing middle class and opportunities for youth to remain in the region.

One of the most promising best practice examples comes from Nevada County itself with the Beckville Network. The network is a 501(c)3 nonprofit corporation operating in the neighborhood along Newtown Road in western Nevada County. Critical to the success of the network is the close proximity to middle-mile fiber infrastructure from Vast Networks and willingness for the community to invest and participate. This is an excellent example of an innovative public / private solution that can be replicated in other areas of the county.

Local Success in Nevada Co

Beckville Network

The network serves 15 homes using 5 gigahertz wireless technology. It can supply downstream service at an average of 80 Mbps, and prices have never exceeded \$70/ mo. When the network reaches its capacity of 20 homes, the price is expected to reduce to \$40 per month.

The Beckville system runs off wireless transmitters strategically mounted for line of sight on houses and trees in the neighborhood. This network has no data or bandwidth caps, and rarely experiences service interruptions.

Elevate Economic Development Needs Action Steps

Prioritize actions that promote equitable economic development

Impact Strategy	Priority Actions
Design and implement a County broadband grant program	<ul style="list-style-type: none"> ○ Nevada County currently in the process of implementing \$225,000 last-mile broadband grant pilot ○ Reserve additional funds to expand pilot as appropriate
Support micro-mesh networks for incremental economic development	<ul style="list-style-type: none"> ○ Support micro-enterprise neighborhood networks (such as the Beckville Network) which leverage proximity to middle mile fiber and community willingness to invest ○ Encourages and supports home-based businesses with high-speed broadband needs
Leverage and incentivize investment in future-proof infrastructure	<ul style="list-style-type: none"> ○ Reduce barriers to broadband deployment by incentivizing expansion of existing fiber such as Vast Networks and Race Communications project ○ Maximize the number of fiber-optic strands deployed by laying additional dark fiber strands (or conduit) while the ground is open or while attaching to poles. Capacity will eventually be a concern and the cost of extra fiber is minimal compared to the cost of trenching or attaching to poles

4. CONNECT EVERYONE AND ENSURE PUBLIC SAFETY

Digital Inclusion and equity is the fastest way to build prosperity in a community. Public safety disasters are fastest way to destroy it. Nevada County must commit to an ongoing understanding and response to ensure underserved communities in the county are connected and every neighborhood has access to communications during natural disasters or man-made emergencies such as power shut-off.

Ideally, the goal of 100% served in Nevada County would be supported by the state’s CASF and the federal CAFII funding opportunities. However, the reality is that incumbent telecom providers who have little incentive to connect low-density rural communities, dominate these programs. The experience with both programs has been one of delayed project timelines, litigation and frustration. While this plan still includes the CASF and CAFII programs (with priority areas identified in Appendix B) a long-term alternative to consider is an open access network such as that of Ammon, Idaho. Originally, an unlikely contender for best practice, Ammon, Idaho is considered the model for a financially responsible public works managed open-access network. The city realized it would be cheaper to build its own fiber infrastructure to connect city water department sites than hire a private contractor. The initial project expanded to other public agencies and then private sector businesses and wireless ISPs who needed fiber lines to serve their cell towers. Ultimately, the City was able to expand the network to residential communities who opted...and just about everyone did, making the project both successful and profitable for the community.

Open-Access Networks

City of Ammon, Idaho

The City financed the project through cost savings and local improvement district revenues. The City has experienced substantial economic growth, with businesses choosing to locate to Ammon, rather than neighboring communities, due to the availability of fiber-optic Internet connections. The City owns the fiber optic lines that serve homes, businesses, and public agencies, but does not offer Internet service over those lines. Instead, private-sector ISPs pay to use the fiber optic lines, and compete to offer service to customers over the same town-owned infrastructure. Municipal Open-Access Networks are the ideal for creating market competition and they remove the most serious barrier to entry into the market for new Internet service providers: the construction of infrastructure.

Connect Everyone Action Steps

Commit to connecting underserved communities and prioritizing public safety

Impact Strategy	Priority Actions
Prioritize Public Safety	<ul style="list-style-type: none"> Identify neighborhoods most at risk for losing communications during power shut off or natural disaster.
Work with ISPs to evaluate and leverage public funding opportunities	<ul style="list-style-type: none"> CASF eligible areas still exist in the county and may be attractive to certain ISPs for grant funded projects. CAFII funds allotted to AT&T and Cal.net project areas are designed to reach underserved populations. Work with providers to ensure project success
Continue to work with Gold Country Broadband Consortium	<ul style="list-style-type: none"> Prioritize and track CASF underserved eligible areas for project viability (see Appendix B) Coordinate with GCBC for communications with ISPs interested in pursuing other state or federal grant funding for projects Explore emerging technology applications such as TV Whitespace and advanced satellite broadband access

5. PARTNER AND COLLABORATE

The most expedient way for any rural community to make progress is to collaborate with public and private partners to leverage funding, share resources, opportunities, best practices, and solutions. The recently submitted draft Sierra Comprehensive Economic Development Strategy (CEDS) identifies expanding broadband infrastructure as one of its core goals.

The finalized and approved CEDS will be helpful in implementing broadband strategies and potentially qualifying for broadband infrastructure financing that is consistent with the EDA's goals of creating jobs and facilitating economic development

Public Sector Funding Partners

The EDA Public Works program helps facilitate development of key public infrastructure, such as technology-based facilities that utilize distance learning networks, smart rooms and smart buildings; multi-tenant manufacturing and other facilities; business and industrial parks with fiber optic cable; and telecommunications and development facilities.

Past EDA funded projects include enabling OneCommunity and the City of Cleveland to construct a 100 Gbps fiber network through the city's Health-Tech Corridor and expanding high-speed broadband infrastructure at the Indiana Enterprise Center, which is expected to create 230 jobs and spur \$710 million in private investment

Partner and Collaborate Action Steps

Identify key funding and implementation partners

Impact Strategy	Priority Actions
Work with EDA, USDA, RCRC and other partners to leverage funding opportunities	<ul style="list-style-type: none"> ○ Consider EDA Public Works program funding
Support non-traditional methods of deployment	<ul style="list-style-type: none"> ○ Open Access Fiber Networks ○ Consider funding and building open access models for municipal fiber as described in the appendix ○ Innovative Neighborhood Programs ○ Create a mechanism within the county to track and respond to community requests.

5. POLICY RECOMMENDATIONS

This strategy hinges on a progressive and contemporary broadband policy. The following is a recommended policy, prepared specifically for Nevada County based on the California Emerging Technologies Fund Directive.

Broadband Sample Policy

Findings and Declarations

Nevada County hereby finds and declares that high-speed Internet access—referred to as “broadband” (which includes both wireline and wireless technologies)—is essential 21st Century infrastructure in a digital world and global economy. It is vital to the economic prosperity and quality of life for residents in Nevada County and throughout California.

The ability to access broadband and be connected instantly to information, services and digital tools is critical for access to healthcare, education, jobs, and economic opportunities. The deployment and adoption of broadband is a major strategy to spur economic development because it improves productivity, which attracts more capital investment and generates jobs, while saving both time and money for consumers.

Broadband is a “green technology” that can significantly reduce impacts on the environment, shrink the carbon footprint, and decrease dependence on fossil fuels by offsetting vehicle trips, decreasing the use of resources, and saving energy in keeping in-line with Nevada County’s Energy Action Plan.

Nevada County is committed to operating government functions as cost-efficiently as possible and recognizes that information technologies and broadband can greatly assist in achieving that goal. Additionally, Nevada County is committed to Digital Inclusion and increasing citizen participation in the public process and making services available online for the convenience and benefit of residents as well as to reduce impacts on the environment. Residents should be able to transact business with our local government agencies, such as obtaining and paying for building permits or business licenses or accessing official documents.

Nevada County is committed to helping residents be healthy, productive and self-sufficient. It is recognized that the use of broadband can save both time and money for residents while helping them bridge the economic divide. Therefore, it is important that all residents within Nevada County have high-speed Internet access, particularly those living in lower-income households and publicly-supported housing.

Nevada County is committed to helping students obtain the highest-quality education possible and understands that while area students have access to broadband in the classroom, there is a significant homework gap once they

leave campus. The availability of internet access and computing devices both at school and at home are critical teaching and learning tools for academic achievement.

Nevada County is committed to Digital Inclusion and increasing citizen participation in the public process through expanded engagement using broadband.

Therefore, it shall be the policy of Nevada County to facilitate the deployment and adoption of broadband to provide our residents with opportunities, quality of life, and convenience. Further, it is recognized that the speed of data and image transmission capability of the broadband infrastructure is vital to drive adoption: higher speeds enable more applications that are necessary for our residents' daily lives. Thus, it also shall be the policy of Nevada County to encourage and facilitate upgrades to existing broadband infrastructure to ensure that the public and private sectors have access to sufficient broadband speeds to support consumer demand for new and evolving applications that save time, money and resources.

SUGGESTED POLICY ELEMENTS

Nevada County shall incorporate these findings and declarations into the General Plan and all relevant elements, area specific plans, and community sustainability plans and shall adopt the following implementation strategies and actions:

Land Use and Broadband Infrastructure

- Ensure a level playing field for all broadband providers – private and public, wireline and wireless – making the use of public assets available to all providers on a competitive basis, commensurate with adopted policies regarding public benefits.
- Maintain consistency and comparability for protection of visual aesthetics as it pertains to broadband facilities with requirements for other infrastructure such as street lighting, traffic light control equipment, and power generation.
- Encourage broadband providers to size underground and overhead facilities to accommodate future expansion, changes in technology, and where possible the facilities of other telecommunications and utility providers.
- Allow for upgrades and expansions of existing broadband infrastructure and appurtenance facilities to the extent that it is adequately justified through radio frequency propagation (wireless service coverage area) maps and other means. And to the extent that the construction does not unduly impact nearby residential and historically significant areas. Consider “evergreen” permits that provide a right to providers to enter specified easements to upgrade their infrastructure for an indefinite or significant period of time to upgrade the broadband service consistent with the adopted policies.
- Locate and operate broadband infrastructure and appurtenant facilities to protect cultural and scenic resources. Site facilities at the lowest possible point along ridge lines in order to minimize visual and aesthetic impacts. Minimize the size and extent of appurtenant facilities,

such as antennas, dishes, and equipment buildings while still providing room for growth and co-location of future providers.

- Continue to require cohabitation on all new tower/pole builds
- Submit notification and information about all major infrastructure and construction projects, including transportation projects and new residential subdivisions, to a shared regional and/or statewide web-based data base so that broadband and other utility providers have the opportunity to coordinate infrastructure deployment in shared tranches, conduit, poles and towers, and other appurtenances to facilitate cost and time savings and minimize duplicative construction.
- Require as a condition of approval the timely removal of broadband towers and equipment when they are no longer needed.

Housing

- Require all new residential subdivisions to be served with state-of-the-art broadband infrastructure with sufficient transmission rates to support applications relevant to residential consumers and home-based businesses.
- Require all publicly-subsidized housing development projects to adopt policies to promote and support affordable housing with advanced communications networks whenever their public funds are used to subsidize the construction and provision of housing for lower-income residents.

Designation of Broadband Leader

- Direct the County Executive Officer to identify and designate an appropriate individual within management as a coordinator to be responsible for implementing policies related to broadband, information technologies, and Digital Inclusion. This designated leader shall implement the Nevada County Broadband Plan to increase and sustain the use of broadband and information technologies within the county. The coordinator shall prepare and submit a progress report annually to the Board of Supervisors.
- Direct the broadband coordinator to monitor broadband deployment and adoption within the jurisdiction of Nevada County and report rates and trends to the Board of Supervisors.

Interagency Cooperation

- Request that the County Executive Officer outline a process for ensuring inter-agency and inter-jurisdictional cooperation which shall include: sharing this policy with other jurisdictions in the region; meeting with them to explore common needs for infrastructure; exploring opportunities to collaborate on broadband applications such as telehealth, educational networks, and safety networks; and notifying neighboring jurisdictions about major infrastructure projects such as transportation improvements along shared corridors.
- Explore opportunities to work with other public and private entities such as schools, special districts, utilities, and health and medical providers to cooperate and joint-venture on broadband deployment projects and adoption programs.