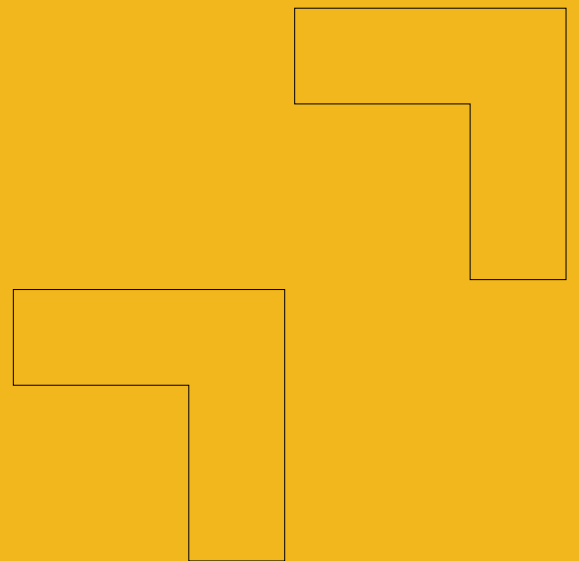


REACH

FY 2020 ANNUAL REPORT



REACH

Ideas + Action for a Thriving Central Coast

MISSION

To increase economic prosperity through big thinking, bold action, and regional collaboration.

BOARD OF DIRECTORS

Clint Pearce, Board Chair, CEO, Madonna Enterprises

Ty Safreno, Past Chair, Founder & CEO, Trust Automation

Kristen Yetter, Treasurer, President, Promega Biosciences

Sue Andersen, Secretary, President/CEO, Marian Regional Medical Center

Alex Quiroz, VP of Finance, Dassault Systemes

Allen Bowman, Partner, Adamski Moroski Madden Cumberland & Green, LLP

Bob Linscheid, Senior Advisor for Economic Development, Cal Poly

Chelsea Bein, Chief of Staff, MINDBODY

VISION

The Central Coast will be a place where current and future generations have the opportunity to thrive.

Chuck Davison, President/CEO, Visit SLO CAL

Ermina Karim, VP of Lending, Guaranteed Rate

Glenn Morris, CEO, Santa Maria Valley Chamber of Commerce

Jolie Ditmore, President, Bay Consultants

Matthew Woods, CRO, ApartmentList

Ron Cortopassi, Vandenberg SFB Liaison, Executive Director, Space Launch Delta 30

Ryan Caldwell, CEO, Wacker Wealth Partners

Ryan Dunn, CEO, Mantis Composites

Sidney Collin, Founder/CEO, De Oro Devices

Stacie Jacob, Chief Strategist, Solterra Strategies

Tony Guy, EVP, Safran Cabin

TO OUR PARTNERS + SUPPORTERS

JUST OVER A YEAR AGO, we debuted REACH 2030. Today, thanks to your valued support, REACH has become a catalytic organization that is uniting the region, harnessing the power of the private sector, and making tangible progress toward our goal of creating thousands of new good-paying jobs and reshaping the region's economy.

In our first year of a 10-year action plan, we've coalesced strong partners to make high-profile inroads on two of our most ambitious initiatives to generate jobs: creating world-class innovation hubs at Diablo Canyon and Vandenberg Space Force Base.

Critical work has also taken place under the radar. We've laid the groundwork for future job growth by planning for infrastructure, mustering resources and drilling down into business attraction and expansion support at the community level. We've placed the support beams and readied the teams for the heavy lifting to realize our vision.

We also can't forget that this regional economic action coalition has been assembled during some of the most unforeseen and incredibly turbulent times of a global pandemic.

Thanks to your generous support, in Year 1 of REACH 2030, we are 39% of the way toward our 5-year resource goal of \$7.5M. You have defied our expectations, coming together with conviction and commitment to the mission, and we are truly humbled to serve this region in this work alongside each of you.

The events of this past year have only reinforced the priorities we set out in REACH 2030 and deepened our partnerships with those engaged in lifting our economy for all.

Looking ahead we must:

- + Diversify our economy with more, good-paying jobs. Our target industries have proven to be resilient and steady through this long pandemic economy;
- + Make meaningful progress on housing affordability and fund needed infrastructure for job growth;
- + Build and strengthen the systems and partnerships that bring employers with hiring needs together with talent providers equipping workers with the skills that lead to the good-paying jobs of today and tomorrow.

As our focus sharpens on these priorities in Year 2, we face a moment of great opportunity to make significant progress. These historic times have given rise to unprecedented levels of public investment in economic recovery, with billions of dollars earmarked for small business support, infrastructure, broadband, workforce training and beyond.

Thanks to your partnership and support, together we are positioned to seize these opportunities that will fuel our economic recovery, rebuild the middle class, and make sure people from all backgrounds and communities have the opportunity to build a future on the Central Coast.

We are excited to share our collective progress with you and look forward to even more in the coming year.

Sincerely,

Melissa James
+ THE REACH TEAM



GROWING OUR REACH

REACH has sprung from its incubation as the Hourglass Project into a full-fledged organization shaping the future of the Central Coast.

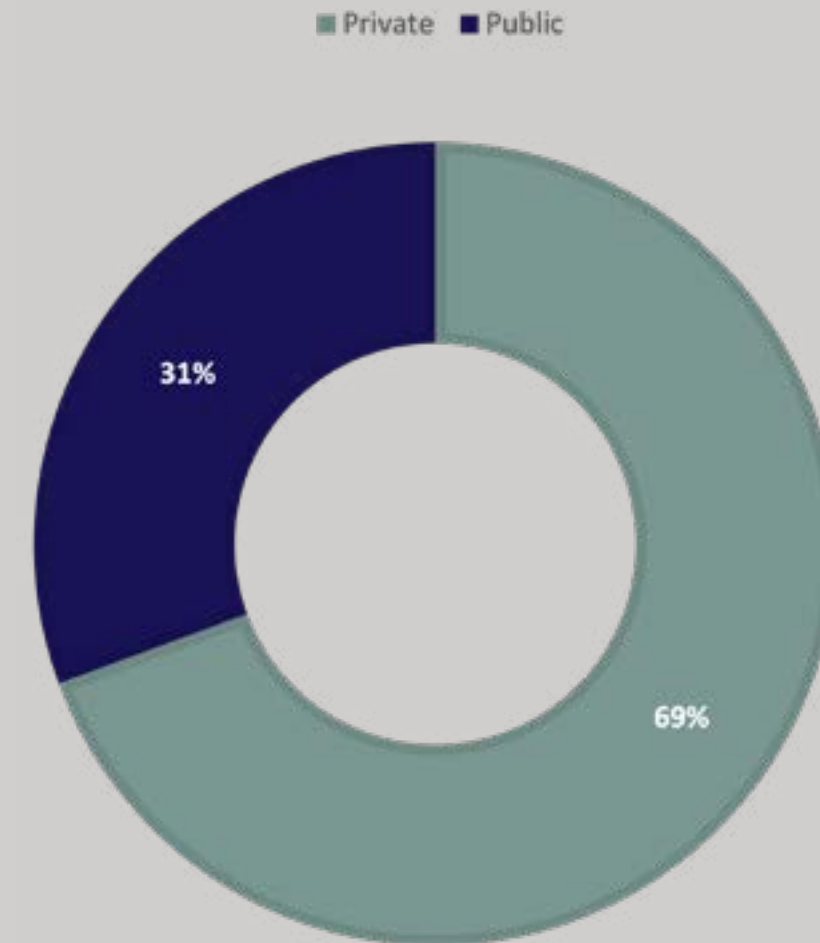
We significantly upped our organizational capacity over the past year, scaling our bandwidth to take on projects, advance our initiatives and make material progress toward our goal of 15,000 good-paying jobs by 2030.

- + Grew staff from 2 to 7.
- + Brought the Economic Vitality Corp. of SLO County under the REACH umbrella, with unanimous support from both boards to create a singular organization focused on strengthening the region's economy.
- + Launched the REACH Council of private-sector leaders — now over 40 members strong — to steer action on the REACH 2030 plan.
- + Launched the Practitioner Network, SLO Advisory Commission and action teams.

<p>70+ articles in local, regional and national news outlets</p>	<p>2501 email newsletter subscribers, tripled since June 2020</p>	<p>4000+ average monthly website page views</p>
<p>1007 social media followers</p>	<p>31% average email open rate</p>	<p>1441 attendees at 5 virtual public events</p>

FUNDING THE MISSION: FY 2020 SNAPSHOT

ECONOMIC DEVELOPMENT IS LONG-TERM WORK. To implement the REACH 2030 plan and build the organization over the first five years, our funding strategy has focused on multi-year partnerships. With multiple contracts and pledges in place, we're nearly 40% toward our 5-year goal.



FY 2020

\$1.2M
TOTAL

\$838K
RAISED FROM

85
PRIVATE-SECTOR FUNDING PARTNERS

\$370k
GRANTS + CONTRACTS

5-YEAR GOAL

39%
TOWARD \$7.5M GOAL IN MULTI-YEAR PLEDGES + CONTRACTS

“This approach of a private sector-led effort working with public agency collaboration has turned out to be the critical missing ingredient in economic development.”
 — Trust Automation CEO/REACH Founder + Past Board Chair Ty Safreno

ACTIVATING THE REGION

250+
KEY STAKEHOLDERS
ENGAGED EACH MONTH

TRANSFORMING THE REGION'S ECONOMY TAKES EVERYONE PULLING IN THE SAME DIRECTION. A MAJOR FOCUS OF THE LAST YEAR HAS BEEN ASSEMBLING TEAMS WITH THE MINDSET AND MUSCLE TO DIG IN AND HEAVE HARD.

TWO MOU PARTNERSHIPS with a combined 13 partners are gaining ground on two of the region's most promising job-creation opportunities: the future reuse of Diablo Canyon and commercial space at Vandenberg Space Force Base.

THE PRACTITIONER NETWORK is bringing economic development professionals from a dozen+ cities together for the first time for systematic collaboration on business attraction and expansion. Work thus far has included efforts to recruit an air mobility company, explore redevelopment opportunities and support expansion for growing local manufacturing companies.

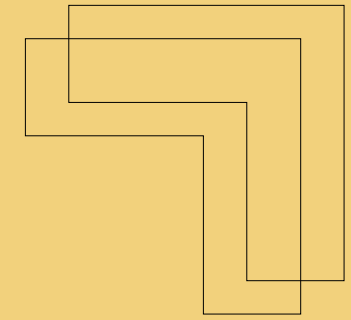
THE SLO ADVISORY COMMISSION is putting the experience of former EVC board members to work on issues facing San Luis Obispo County. A complementary Santa Barbara County Commission will launch in the coming year.

INDUSTRY SECTOR + ACTION TEAMS are harnessing the power of the private sector. The Housing + Infrastructure action team is digging in to strategies to increase the housing supply and supporting infrastructure, which are primary barriers to job creation across the region, and we're now forming industry roundtables to leverage the job-creation potential of our target industries.

THE GROWING PRACTITIONER NETWORK

- | | | | |
|---------------------------|-------------------------|---------------------------|--|
| + Atascadero Chamber | + Solvang Chamber | + City of Lompoc | + City of Solvang |
| + Buellton Chamber | + South County Chambers | + City of Morro Bay | + County of San Luis Obispo |
| + Lompoc Chamber | + Cal Poly | + City of Paso Robles | + County of Santa Barbara |
| + Morro Bay Chamber | + City of Arroyo Grande | + City of Pismo Beach | + GO-Biz |
| + San Luis Obispo Chamber | + City of Atascadero | + City of San Luis Obispo | + Small Business Development Center/Center for Innovation and Entrepreneurship |
| + Santa Maria Chamber | + City of Grover Beach | + City of Santa Maria | |

PROMOTING THE CENTRAL COAST



Extending the region's influence beyond our borders is a central part of the REACH mission.

THROUGH STRATEGIC RELATIONSHIP BUILDING and organizational involvement, REACH has garnered the credibility to serve as the voice of the region at the state and federal level, informing and driving policy decisions in the region's interests and competing for jobs on a broader scale.



- + Drove an unprecedented region-wide effort for Vandenberg's selection as HQ for U.S. Space Command, championed by U.S. Rep. Carbajal and joined by then-Sen. Harris and Sen. Feinstein. Though unsuccessful, it opened many new doors.
- + Laid the groundwork for high-profile corporate attraction efforts and positioned the region for additional opportunities such as advocating to build on Vandenberg's space training mission in the Space Force's STARCOM command basing decision.
- + Authored or co-authored 30+ letters to state and federal entities on a wide array of issues including Diablo Canyon decommissioning, housing, infrastructure to support job growth, education, funding priorities and grants.
- + Promoted the region to state, national and international audiences through speaking engagements and participation in government and industry forums, conferences and expo events.
- + Improved connectivity with state and federal government through regular contact with elected officials, state agencies and the Governor's Office of Business and Economic Development (GO-Biz) to advance economic growth opportunities.

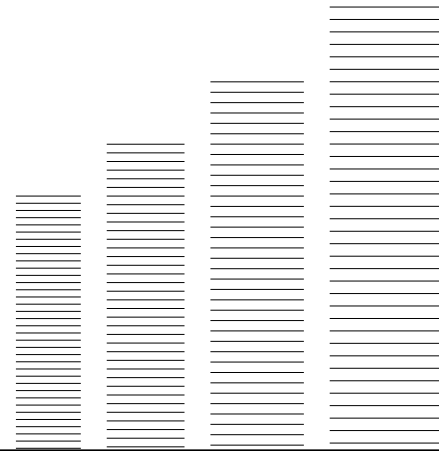
REACH REPRESENTS THE REGION THROUGH MEMBERSHIP OR BOARD SEATS AT:



Governor's designee as Community Support Organization for VSFB

STEERING POLICY + INVESTMENT

RESEARCH + DATA



REACH stepped up to provide the information and analysis needed to open up new investment and inform policy-making, surfacing opportunities to add thousands of jobs to the region’s economy over the next decade.

THE SPACE ECONOMY

A Cal Poly study funded by REACH and Santa Barbara County established that Vandenberg Space Force Base powers 16,000 jobs and an annual economic impact of \$4.5 billion across Santa Barbara and San Luis Obispo Counties. Growth projections show the impact growing to \$6 billion over the next decade, with almost 2,000 new jobs.

1968

POTENTIAL NEW SPACE INDUSTRY JOBS

2411

CLEAN ENERGY PORT CONSTRUCTION JOBS

650

LONG-TERM OFFSHORE WIND PORT JOBS

COVID-19

With support from San Luis Obispo County, REACH engaged BW Research to produce an in-depth report on the impact of COVID-19 on the region’s economy and the outlook for recovery. The data and insights are driving the region-wide decisions and targeted initiatives fueling the rebound across our communities, businesses and workforce, including new and redoubled REACH projects to improve access to broadband and business capital.

OFFSHORE WIND

Another Cal Poly study commissioned by REACH pegged the annual economic impact of a 3 gigawatt offshore wind farm at \$262 million with 650 good-paying jobs — and uncovered the crucial finding that the benefit is only realized if the region develops the supporting infrastructure: a clean energy wind port whose 5-year construction would bring its own \$2 billion impact and 2,411 annual jobs.

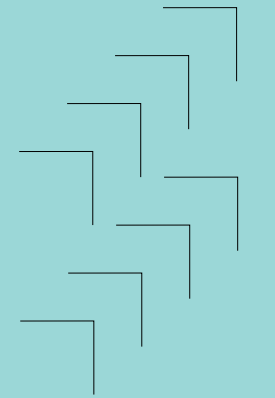
Central Coast Data Center

New features on our website bring much needed economic data to the fingertips of businesses, policy makers and economic development practitioners and market the region outside the area. Features include:

- + Site search and analysis
- + Comprehensive demographic and industry information
- + Visualization through heat maps and layers
- + City spotlight pages

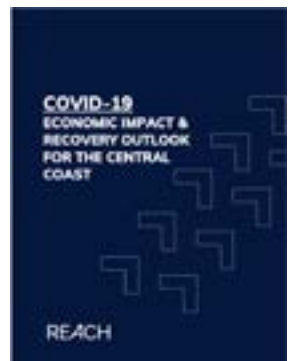
OPPORTUNITY AMID DISRUPTION

DRIVING RECOVERY + RESILIENCE



The onset of the COVID-19 pandemic foiled REACH’s planned public debut last March. Undeterred, REACH pivoted to support the community need, working round the clock to help coordinate the region’s response and reopening, bolster healthcare capacity and boost business support. Over the course of 18 months, REACH has not wavered from this unplanned charge, lighting the path to both short-term recovery and the long-term resilience needed to help the region weather future crises.

Our COVID-19 Economic Impact and Recovery Outlook report and accompanying Road to Recovery event, produced with several regional partners, brought together the comprehensive analysis, opportunities and players to ensure the region builds back better.



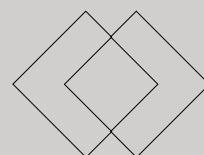
SPARKED BY THIS LEADERSHIP:

- + REACH is pursuing new projects to expand access to broadband and business capital, two critical needs identified in the report, while other organizations are putting forth proposals addressing additional needs, including childcare and increasing/supporting entrepreneurship in REACH’s target industries.
- + Santa Barbara County is creating a one-stop shop to help governments, civic groups and residents access millions of dollars available through American Rescue Plan Act programs and grants.
- + REACH is advocating for investment of city and county ARPA allocations in infrastructure to support business and job creation.

PRIORITY 1

ACCELERATING JOB GROWTH IN TARGET INDUSTRIES

KEY GROUNDWORK PAVED THE WAY FOR TAKE-OFF IN YEAR 2



STRATEGIC BUSINESS ATTRACTION efforts kicked off through the REACH Practitioner Network, leading to recruitment opportunities representing more than 1,000 jobs, with hundreds more through expansion support for existing employers.

FEDERAL FUNDING TO SPUR HIGH-WAGE JOB CREATION was secured through a forthcoming U.S. Economic Development Administration grant awarded following an extensive application process.

CREATION OF A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY spanning San Luis Obispo and Santa Barbara Counties was put in motion, setting the stage for a holistic approach to economic growth and access to new sources of funding for regional partners in government, education and community organizations.

INDUSTRY ROUNDTABLES designed to rev job creation got underway as the long-standing Building Design + Construction cluster group came under the REACH umbrella, with several more planned for launch in coming months.

“POISED TO HELP PROPEL THE REGION’S RECOVERY”

In our COVID-19 Economic Impact and Recovery Outlook, BW Research called out the robust growth of our target industries going into the pandemic and resiliency during it, noting their range of career pathways accessible to a wide range of workers, living wages and potential for upward mobility.



Aerospace + Defense



Agriculture Technology



Building Design + Construction



Cleantech + Renewable Energy



Healthcare + Life Sciences



Precision Manufacturing



Technology + Innovation

HARNESSING THE WINDS OF OPPORTUNITY

REACH activated to ensure the Central Coast sees the economic benefits of federal offshore wind plans and seizes the chance to play a leading role in developing a new industry.

REACH has provided critical leadership in surfacing and advancing the need for a clean-energy port to unlock any regional benefit from wind farm development in the federal waters off our coast.

- + Commissioned Cal Poly to study the economic impact of various development scenarios, detailing the requirements as well as the job and tax benefits.
- + Collaborated with a bipartisan coalition of elected leaders, labor and education to formally ask President Biden and Gov. Newsom for funding to study the feasibility of locating a wind port in San Luis Obispo County.
- + Now collaborating on a port feasibility action team with U.S. Rep. Carbajal, SLO County and Supervisor Ortiz-Legg.
- + Worked with San Luis Obispo County to get designated county staff for the project and to pass a resolution recognizing the economic and climate benefits of wind energy and requesting funds for a port feasibility study.
- + Convened two roundtables, one with industry and one with a dozen state agencies, to share information and support for advancing offshore wind energy on the Central Coast. The industry meeting revealed near-unanimous agreement on the need for a port on the Central Coast.
- + Partnered with SLO Partners and Cal Poly on a state Workforce Development Board grant to develop an offshore wind talent strategy.

With the necessary infrastructure, a 3 gigawatt wind farm on the Central Coast could produce:

\$262M

ANNUAL ECONOMIC IMPACT

650

LONG-TERM OFFSHORE WIND PORT JOBS

2411

FIVE-YEAR PORT CONSTRUCTION JOBS

\$2B

PORT CONSTRUCTION ECONOMIC IMPACT

PRIORITY 2: CREATING WORLD-CLASS INNOVATION HUBS

BOOSTING SPACE @ VANDENBERG SFB

This initiative has rocketed into orbit, fueled by a landmark partnership, development of a working commercial space master plan and historic public and private investment. Over the past year, REACH has:

- + Forged a landmark agreement to collaborate on building the infrastructure, workforce and community ecosystem to support the expansion of commercial space activity and position the region to become a leader in this future-oriented industry.
- + Led development of a master plan detailing steps to attract space industry companies, modernize and invest in infrastructure, and strengthen the region's space identity.
- + Commissioned a study on the base's economic impact on the region, showing significant projected growth.
- + Advocated for \$10 million in launch infrastructure upgrades in the 2022 National Defense Authorization Act, a cause spearheaded by U.S. Rep. Carbajal and approved by U.S. House of Representatives Armed Services Committee members.
- + Spearheaded the base's nomination as HQ for the new U.S. Space Command, an intensive, months-long process that involved the base, local and state government, and which Sens. Harris and Feinstein and Rep. Carbajal joined in championing.
- + Now leading advocacy for the base's selection to host the U.S. Space Force training command, STARCOM, which would build naturally on Vandenberg's long history of training the nation's space professionals.

\$4.5B Vandenberg's annual impact today

\$6.1B projected 2030 annual impact

16K jobs powered by the base today

+1968 new annual jobs under growth projections

The commercial space master plan is "an essential piece in maximizing the incredible assets the state has at what's now Vandenberg Space Force Base, driving not just private investment but state and federal investment, too."
 — GO-Biz Director Dee Dee Myers



TRANSFORMING DIABLO CANYON

With the power plant's closure looming, we've achieved momentous progress toward advancing community interests in decommissioning and future reuse.

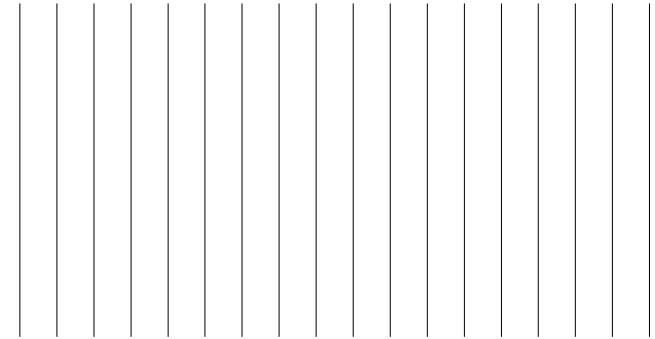
- + Spearheaded the Diablo MOU partnership, uniting diverse stakeholders around a shared vision for Diablo's future that embraces job creation and clean energy innovation at the 600+ acre industrial Parcel P site while honoring the complementary efforts to preserve the unique natural resources and cultural heritage of the surrounding 12,000+ acres of Diablo Lands.
- + Engaged the nation's leading expert on nuclear closures, Nuclear Decommissioning Collaborative Founder/Executive Director Jim Hamilton, to guide the MOU group through the complex regulatory and redevelopment process and take steps to make the vision a reality.
- + Advocating for offshore wind energy as a future reuse opportunity.
- + Facilitating ongoing monthly meetings of the MOU group to keep progress and planning on track.
- + Spurred market opportunities in energy and water resilience, attracting interest from business and institutions.

"REACH has set the standard for how communities can come together and coalesce around a common vision for a decommissioning project." — Nuclear Decommissioning Collaborative Founder/Executive Director Jim Hamilton



PRIORITY 3

BREAKING DOWN THE BARRIERS TO JOB CREATION



In some of our most behind-the-scenes yet critical work, we are making dents in the barriers to job creation and increasing the region's economic competitiveness by spurring regional planning and infrastructure investment in housing, transportation, water, broadband and more.

- + Successfully advocated for housing and economic development to be designated as San Luis Obispo County budget priorities. All area jurisdictions now rank economic development as their highest budget priority.
- + Advocated at the state level for housing legislation in conjunction with statewide coalitions to amplify our voice.
- + Launched a Housing and Infrastructure Action Team to surface and advocate for policies bringing our jobs and housing into healthy balance and creating more housing options attainable for our workforce.
- + Working with both counties and the Broadband Consortium of the Pacific Coast to kick off development of a regional broadband strategic plan and infrastructure build-out plan.
- + Facilitating ongoing private-sector input on these issues through the REACH Council and SLO Advisory Commission, soon to be joined by a Santa Barbara County Advisory Commission.

AMERICAN RESCUE PLAN ACT: INFORMING THE ALLOCATION OF MILLIONS IN FUNDING

Surfacing opportunities and approaches through our Road to Recovery event, spurring Santa Barbara County to create a one-stop shop to help governments, civic groups and residents access millions in available funding.

Coordinating private-sector input on priorities and proposals through the REACH Council and SLO Advisory Commission.

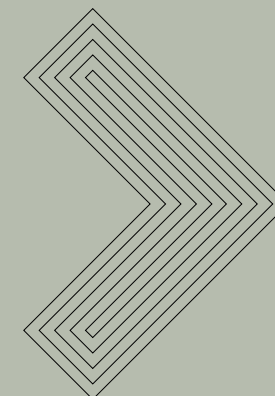
Advancing regional opportunities for coordinated investment in broadband, water resiliency and other infrastructure to support business and job creation through outreach to the counties and cities.

PRIORITY 4

PREPARING OUR RESIDENTS FOR THE JOBS OF TODAY AND TOMORROW

This initiative will see more focus in Year 2, though many seeds were planted over the course of the last year.

- + Laid the groundwork for development of a Comprehensive Economic Development Strategy (CEDS) spanning San Luis Obispo and Santa Barbara Counties that will incorporate key workforce training programming in our target industries.
- + Supported a SLO Partners digital skills training program as part of the EVC integration.
- + Developed our COVID-19 impact analysis in coordination with the Santa Barbara and San Luis Obispo Workforce Development Boards to maximize the depth and breadth of the research and wrap in deep workforce analysis.
- + Partnered with SLO Partners and Cal Poly on a state Workforce Development Board grant to develop an offshore wind talent strategy.
- + Advocated for AB927, which would allow Allan Hancock and other community colleges to offer much-needed accessible and affordable 4-year degree programs to communities such as Santa Maria.





THANK YOU TO OUR INVESTORS

Founders Circle

Bill Borgsmiller
ACI Jet

Jeffrey D. Armstrong
Cal Poly

Noreen Martin
Martin Resorts

Rick Stollmeyer
Inspired Flight

Brad Wilde
Miravista Holdings

Nick Tompkins
NKT Commercial

Ty Safreno
Trust Automation

REACH Council

City of Santa Maria
Jason Stillwell

**Century 21
Hometown Realty**
Jeanne Helphenstine

MFI Design
Andy Mangano

Susie Penner
Individual/GoDaddy

Dassault Systemes
Alex Quiroz

City of San Luis Obispo
Lee Johnson

Pacific Premier Bank
Brooks Wise

Thoma Electric
Jeff Thoma

Dignity Health Central Coast
Alan Iftiniuk

**Collaboration Business
Consulting**
Erin Hoffman

Pacific Western Bank
Mike Sell

The Towbes Group
Derek Hansen

Dignity Health Central Coast
Sue Andersen

**Community Bank
of Santa Maria**
Janet Silveria

**Precision Construction
Services**
Karl Vaillancourt

Visit SLO CAL
Chuck Davison

**Home Motors Chevrolet &
Cadillac**
Mike McNulty

Glenn Burdette
Dan O'Hare

Promega Biosciences
Kristen Yetter

Wacker Wealth Partners
Ryan Caldwell

Morris & Garritano
Brendan Morris

Plumbers & Pipefitters 403
David Baldwin

Williams Homes
Patrick Henneberry

Santa Maria Valley Chamber
Glenn Morris

Granite Construction
Larry Camilleri

RRM Design
Erik Justesen

Z Villages
Max Zappas

Toyota of Santa Maria
Mike Bouquet

Guaranteed Rate
Donna Lewis

Quintron Systems
Dominick Barry

ACI Jet
George Dom

1st Capital Bank
Mary Sansone

IBEW 413
Chuck Huddleston

Richardson Properties
Chris Richardson

Cal Poly
Cynthia Jackson-Elmoore

AT&T
Monica Gibbs

IBEW Local 639
Mark Simonin

SESLOC
Geri LaChance

Trust Automation
Melanie Marshall

Bank of America Central Coast
Greg Bland

Landstone Companies
Matthew Wade

SLO Partners
Paula Fryer

THANK YOU TO OUR INVESTORS

REACH Advocates

BHE Renewables
Paulette Rush

Charter/Spectrum
Lisa Ludovici

Chevron
Juliet Don

SoCalGas
Tim Mahoney

Wilshire Health
Ron Yukelson

Thank you to the supporters of the SLO Economic Vitality Corporation,
which came under the REACH umbrella in 2021

American Riviera Bank

Carmel & Naccasha

E&J Gallo

San Luis Garbage / Waste
Connections

Andre Morris & Buttery

City of Atascadero

iFixit

SLO County Air Pollution
Control District

Ashley & Vance

Cloacina

Lee & Associates

Specialty Construction

Bank of the Sierras

Coastal Business Finance

Life Elements

The Rice Partnership

Boutique Hotel Collection

Community West Bank

Pacific Coast Business Times

Vivian Hanover

Cal Coastal Properties

Cuesta College

Philipps 66

Wallace Group

Caliber Accounting & Tax

Digital West Networks

Premier Valley Bank

Your People Professionals

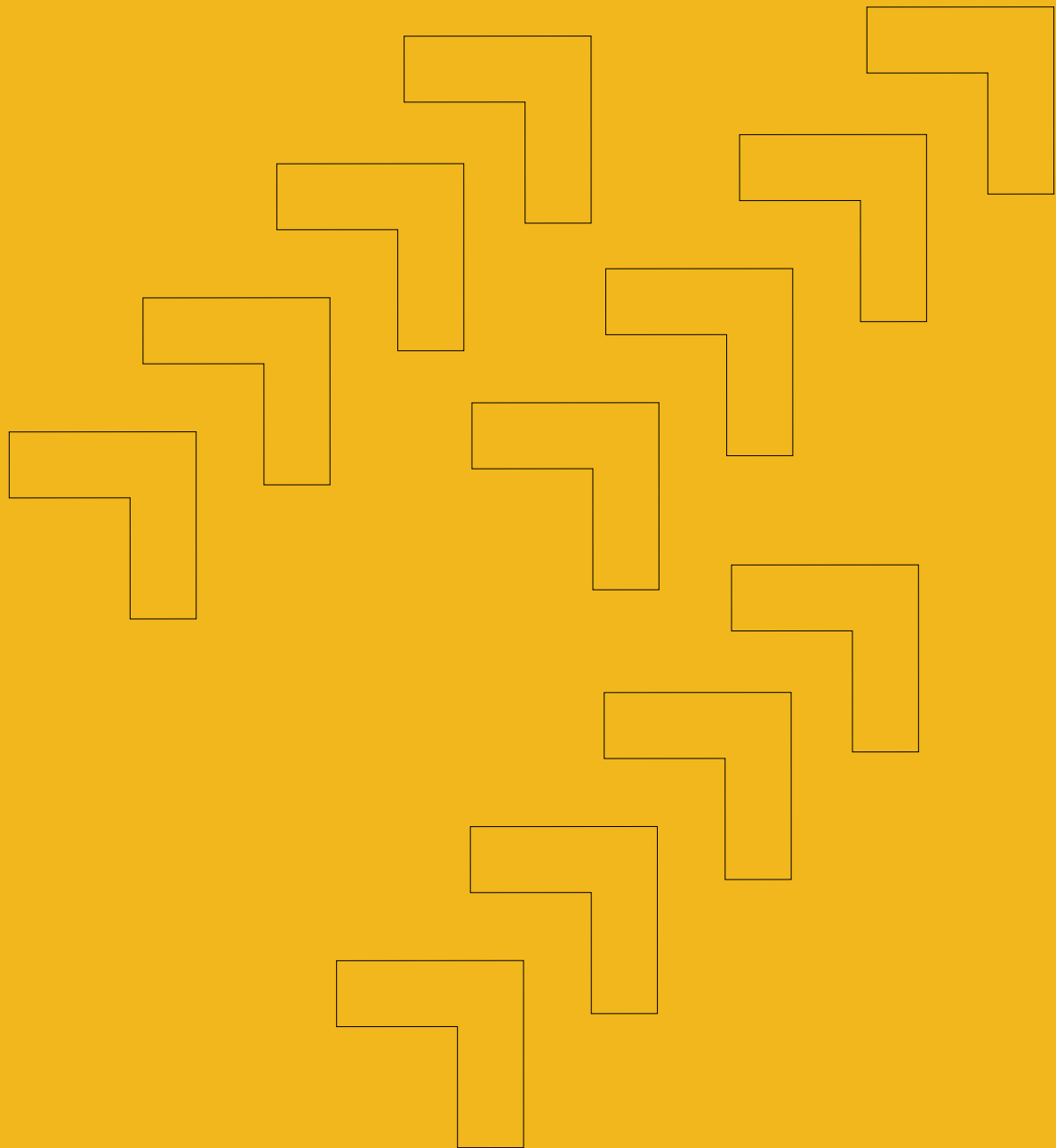
Cannon

Eagle Medical

Quaglino Properties

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REACH