

California Innovation Hub (iHub) Profiles and Indicators 2013



USC University of
Southern California

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Profiles and Indicators 2013

Introduction

California is a leader in innovation and knowledge-based economies—home to successful global companies with a legacy of creativity and entrepreneurship. In the spring of 2010, the State of California launched its new, forward-thinking Innovation Hub (iHub) program in an effort to harness and enhance California's innovative spirit. The iHub program was conceived to leverage convergence wherever possible between stakeholders, incubators, and financiers to propel new businesses towards success and multiply innovative energy in specialized fields. The iHubs were created to form a robust statewide, innovation-based economic development support network to stimulate local, regional, and statewide job creation. The goal of the iHubs is to improve state, national, and global competitiveness by stimulating partnerships, economic development, and job creation around specific research clusters (see table below).

iHub Update 2013

In August 2013, the California State Assembly passed AB250, creating the California iHub Program within the Governor's Office of Business and Economic Development (GO-Biz). This enabling legislation directs California's iHubs to "stimulate partnerships, economic development, and job creation by leveraging assets to provide an innovation platform for startup businesses, economic development organizations, business groups, and venture capitalists." Four additional iHubs have been added in 2013 bringing the total to 16 iHubs across the state. Each iHub is typically anchored by at least one major university or research center which provides access to new innovations and cutting-edge thinking, as well as a pool of business entrepreneurs. The business incubators and accelerators shepherd small and micro-businesses from their initial innovative idea through seed capital funding, research and development, market acceptance, validation and commercialization. Mentorship and access to capital and investors is also a part of the program. Additionally, the role of the iHubs is to promote regional coordination and partnerships, provide resources, and narrow the gap between research and commercial success.

iHub Profiles and Indicators

We observe considerable variation among the 16 iHubs. Four new iHubs, namely iDEA iHub, Inland SoCal Link iHub, CNMI iHub, and iHub San Joaquin have been formed earlier this year. Nearly all of the original 12 iHubs have been in existence since 2010, except for iHub San Diego affiliated with CONNECT, which has more than 25 years of track record assisting 3,000 companies in their formation and development. Most of the iHubs operate as 501(c) 3 organizations; however, their cluster focus varies. For instance, the newly formed California Network for Manufacturing Innovation (CNMI) iHub focuses on advanced manufacturing, the East Bay Green Corridor iHub centers on renewable energy and clean technologies, and the CalValleyTech iHub concentrates on water and agricultural technologies. Seven of the 12 initial iHubs include an incubator/accelerator in their entrepreneurship and business development strategy.

Regional iHub	Cluster Focus
Innovate North State iHub	Cleantech, medical technology, information technology, & agritechology
Sacramento iHub	Clean & medical technologies
North Bay iHub	Sustainable resources & socially relevant technologies
SF iHub	Biotechnology
San Jose/Silicon Valley ET iHub	Clean & emerging technologies
IGATE iHub	Clean technology & green energy
East Bay Green Corridor iHub	Clean technology and renewable energy
CalValleyTech iHub	Water, energy, & agriculture technologies
CleanTech Los Angeles iHub	Clean technology
OCTANe iHub	Biomedical, information, & clean technology
Coachella Valley iHub	Entrepreneurship & clean technology
iHub San Diego	Convergence of mobile health, biofuels, solar energy & energy storage
iDEA iHub	Defense, energy, & aerospace technology
InLand SoCal Link iHub	Advanced manufacturing, logistics, exports, and international investments
iHub San Joaquin	Healthcare, sustainable construction, & agribusiness
CNMI iHub	Advanced manufacturing



Profiles and Indicators 2013

REGIONAL LOCATIONS OF THE INNOVATION HUB PROGRAM



iHubs are integral to GO-Biz's economic development infrastructure serving as an outreach arm—identifying new trends and emerging opportunities and bringing to the forefront barriers that impede entrepreneurship and business formation—as evidenced through town halls and business meetings held statewide. iHubs provide the vital link between GO-Biz and the business community, university partners, national labs, and other stakeholders involved in local and regional economic development. It is our understanding from the meetings with staff from GO-Biz and iHubs that the mutual relationship can be further strengthened by the state providing the iHubs:

- sustained operational support;
- connectivity and clout to access national thought and organizational leaders;
- a feeder system for referrals; and
- continued advocacy and marketing support

Consistent with the concerns expressed above, we recommend GO-Biz provide operational and advocacy support to the iHubs, in addition to the clout the Governor's office provides marketing these organizations nationally and globally.

iHubs are a work in progress and hold strong promise for creating direct and indirect jobs; forming, expanding, and mentoring companies; attracting investments; and increasing revenues in targeted sectors. We recommend GO-Biz and its network of iHubs pursue the following:

- Foster synergies and partnerships between the iHubs to leverage each other's assets, human capital, and organizational capacity to pursue new ideas, opportunities, funding, and investments.
- Create a venture capital fund that provides the seed money for early stage start-up companies in technology innovation and products/services commercialization.
- Organize an annual statewide forum showcasing iHub successes, cross-pollinating best practices, and socializing resources across regions to maximize efficiencies and accelerate learning.

The following pages profile the progress of several regional iHubs in creating jobs, raising investments, obtaining patents, and developing their client portfolios. Showcase projects and top companies are featured, highlighting these iHubs' achievements in enhancing California's regional and national competitiveness.

Profile

The CalValleyTech iHub, operating within the Central Valley of California, is a joint partnership between the Central Valley Business Incubator and Merced County Department of Commerce, Aviation, & Economic Development.

The focus of the iHub is to foster innovation, commercialize new technologies, strengthen the Valley's role in local and state economic development, and create new high-paying, tech-based jobs.

KEY FIGURES

Companies funded:	2
Resident companies:	6
Virtual companies:	19
Graduates still in business:	22
Investment raised:	\$5.3M
Patent applications:	1

CalValleyTech iHub's efforts will primarily support initiatives in agriculture, water, solar, and other renewable energy technologies. The iHub provides technical assistance for business acceleration and expansion, access to capital resources, and connections to key partners within the region.

Innovators will benefit from academic and research partnerships through the University of California-Merced and California State University-Fresno, as well as connections to markets and industry partners.

2013 Portfolio

Company	Jobs Created	Investment Raised
Central Valley Solar Specialists	6	\$0
Aqua Cents	0	\$0
Rainbird	0	Acquired in 2012
OnFarm Systems	2	\$300,000
C3	0	\$0
Mendota Bioenergy	1	\$5.0M
MoAsis	3	\$0
EnerNoc	1	Acquired in 2011
Global Eco Soil Solutions	0	\$0
Pure Sense	5	\$0

Showcase Projects

Mendota Bioenergy Biorefinery Development

On February 28, 2013, the California Energy Commission awarded nearly \$5 million to Mendota Bioenergy to design, construct, and operate an advanced biorefinery demonstration plant. Located in Mendota (Fresno County), this plant will be the first in the nation to use sugar beets to create advanced biofuel ethanol. The project is expected to create 100 long-term jobs and 160 agricultural jobs, along with 300 construction-related jobs.

OnFarm Systems

OnFarm launched in January 2013 after raising \$300,000 in less than a year. Its system integrates field and cloud information for agricultural activities into a single dashboard, helping farmers increase their productivity and select the technologies that are best for their operations.

Cleantech Los Angeles iHub



Profiles and Indicators **2013**

Profile

Cleantech LA brings together business, capital, government, and academia to commercialize clean technologies and grow the Cleantech sector in Los Angeles. By supporting early stage companies, targeted R&D, and collaboration among the region's key stakeholders, Cleantech LA delivers on the region's goal of sustainability, livability, and job creation.

KEY FIGURES

Companies funded:	3
Resident companies:	14
Graduates still in business:	2 (out of 2)
Investment raised:	\$30M+
Patent applications:	25+
Patents issued:	20+

The LA Cleantech Incubator (LACI) serves as a high-impact, public-private commercialization engine for early stage Cleantech companies, offering unique programs, expertise, coaching, education, plug & play space, and access to a broad network of business, capital, government, and academic partners.

Partners include the LA Mayor's Office, LA Department of Water & Power, UCLA, USC, Caltech, JPL, CSUN, LAEDC, LA Chamber, LABC, LA County, Port of LA, Metropolitan Water District, SoCal Gas, SCE, and more.

2013 Portfolio

Company	Jobs Created	Investment Raised
350 Green	5	\$6.0M
California Lithium Battery	5	\$2.0M
Hive Lighting	3	\$0.5M
360 Power Group	3	\$20.0M
Skyline	15	\$2.5M
E-Waste Systems	4	\$1.0M
Gridtest Systems	8	\$1.2M
Bio-Tecture	2	\$0.5M
Chai	3	\$0.25M

Showcase Companies

350 Green

350 Green designs, builds, and operates a scalable, nationwide network of electric vehicle charging stations. Current projects are underway in 20 major markets nationwide. In December 2011, the company became the largest owner-operator of public charging infrastructure nationwide. 350 Green was the first LACI portfolio company and will be the first to exit: the company was recently acquired by Car Charging Group.

California Lithium Battery

CalBattery is commercializing a breakthrough lithium ion battery in joint development with Argonne National Laboratory. In independent lab tests, these batteries triple LIB capacity and effectively cut in half the cost of consumer electronics, electric vehicle, and energy storage lithium ion batteries.

<http://bit.ly/CTLAIHub>

East Bay Green Corridor iHub



Profiles and Indicators **2013**

Profile

The East Bay Green Corridor's mission is to create a thriving region of green technology innovation, commercialization, and local economic development in a manner that creates high-quality jobs and meets environmental and social goals.

The Green Corridor has created a business climate where Cleantech startups like Suntulit have the best chance for success. Whether it's meeting potential customers, working with the Berkeley National Lab, or understanding the policies that drive our business, the Green Corridor has been key to Suntulit's growth in local markets. Our future success will be attributable to the Green Corridor and any Cleantech startup would be fortunate to work with them.

— **Vinesh Mehta, Suntulit**

The Green Corridor supports CleanTech startups and businesses in the East Bay's innovation ecosystem by offering a beta test program, site location assistance, business incentives and promotion, public/private partnerships, and regional policy initiatives.

The Green Corridor is boosting the market for renewable energy by developing a standardized solar energy permitting process that will expedite the deployment of solar energy in the region.

Showcase Companies

ergSol

ergSol is a developer and manufacturer of high-efficiency, high-temperature solar water heating systems. In March 2013, ergSol received the highest performance rating of any solar collector in the U.S. market by the Solar Ratings and Certification Corporation. The Green Corridor facilitated introductions between ergSol and potential early customers and demonstration sites.

Sun Synchrony

In May 2013, the California Energy Commission awarded Sun Synchrony \$475,000 to install high concentration photovoltaic systems on the Peralta Community College District's Laney campus and begin a pilot demonstration of a "first generation, high-efficiency system." The East Bay Green Corridor facilitated this team effort between Sun Synchrony, the Peralta Community College District, Sandia National-Laboratory, Berkeley-based PV Evolution Labs, and Hayward-based Plastikon Industries.

PT-EGen

PT-EGen has developed technology that harnesses the energy generated by moving vehicles. This energy is converted to electricity that can be stored in batteries or uploaded to the electric grid. The Green Corridor mentored the PT-EGen team in the annual UC-Berkeley *Big Ideas@Berkeley* competition, where the team won first prize in the Clean & Sustainable Energy Alternatives category. The \$5,000 award will be used to build the team's first prototype.

2013 Portfolio

Company	Jobs Created	Investment Raised
Lucid Technologies	25	\$1.5M (series A)
Sungevity	250	\$160.0M
Solar City	235 (regional)	\$1.7B
Halus Power	10	n/a
OSI Soft	117	n/a
Bright Source Energy	300 (global)	\$610.0M
Makani Power	24	\$26.0M
Siemens	5,050 (California)	n/a
PVEL	15	\$1.3M
Alphabet Energy	30	\$30.0M
Sun, Light, & Power	80	\$2.2M

<http://bit.ly/EBGCiHub>

Coachella Valley iHub



Profiles and Indicators **2013**

Profile

The Coachella Valley iHub located in Palm Springs focuses on renewable energy and clean technology development. Its programs and services include:

- Training, workshops, and networking opportunities for entrepreneurs and start-up companies
- Connections to national laboratories, universities and community colleges, and other business development agencies
- Access to low-to-no cost incubator space and connection to resources, including industry experts, angel and venture capital partners, workforce training, accountants, attorneys, and the Small Business Administration
- Access to the City of Palm Springs Accelerator Campus' 41,000 square feet of industrial and medical innovation space for graduating companies from the iHub that choose to pursue research, operations, or manufacturing as part of their business models

KEY FIGURES

Companies funded:	4
Resident companies:	8
Number of virtual companies:	6
Investment raised:	\$850,000
Patent applications:	3
Patents issued:	3

2013 Portfolio

Company	Jobs Created	Investment Raised
Indy Power Systems	4	\$1.6M
Mobile Farming	4	\$850,000
EV Enterprises	4	\$50,000
PSTalent	3	\$35,000

Key Achievements

- Helped three companies crowd-fund prototype development using royalty streams on future product sales, raising between \$10,000 to \$35,000 in investment
- Three iHub companies presented at The World's Best Technology Showcase
- Forged relationship for regional businesses with the National Renewable Energy Laboratory
- Secured access to land and buildings to develop an Accelerator Campus for graduating companies

<http://www.cvihub.com/>

iHub San Diego



Profiles and Indicators **2013**

Profile

The San Diego iHub is made up of 33 signatories and includes the leading academic, research, government agencies and professional associations in the region. It's focused on the expansion of five innovation sectors:

- Wireless health
- Biofuels
- Solar energy
- Energy storage
- Advanced manufacturing

The mission of the San Diego iHub is to develop new technology clusters, create high-quality employment opportunities, attract funding for new innovative technologies, and support start-up formation.

KEY FIGURES

Companies funded:	120
Resident companies:	6,100
Graduates still in business:	226 (70% survival)
Investment raised:	\$1.2B
Patent applications:	6,800
Patents issued:	5,400

CONNECT, San Diego iHub coordinator, is a 25-year old non-profit organization dedicated to propelling creative ideas and emerging technologies to the marketplace and focuses on research institution support, business creation and development, entrepreneurial learning, access to capital, and public policy.

2013 Portfolio

Company	Jobs Created	Investment Raised
Biomatrix	24	\$13.0M
Bump Network	11	\$4.5M
Dermtech	9	\$19.5M
EcoATM	120	\$31.0M
PT Motion Works (ElliptiGO)	14	\$4.4M
Independa	10	\$5.2M
Inhibrix	12	\$16.5M
Micropower Technologies	20	\$8.7M
PureForge	12	\$7.0M

Get Coached to Get Capital

CONNECT's Get Coached to Get Capital Competition provides innovators in Southern California with:

- Industry feedback
- Coaching through CONNECT's world-renowned Springboard Program
- Connections with potential strategic partners and investors
- Discounts to training clinics
- Access to collaborative workspace
- Community exposure

Winners of the competition—the CONNECT Portfolio Companies—have the opportunity to present to VCs, angel investors, high net worth individuals and corporate partners who are interested in sourcing, funding, and fostering deals.

Among iHub companies mentored between 2005 and 2012:

- 70% are still in business
- 55% have raised money (\$530M in capital)
- Over 900 jobs have been created

<http://bit.ly/SDiHub>

North Bay iHub



Profiles and Indicators **2013**

Profile

North Bay iHub's function is to assist technology entrepreneurs and start-up companies in achieving success by providing an affordable physical infrastructure, an intellectual and entrepreneurial environment, a supportive service network, and one-on-one-mentoring.

KEY FIGURES

Companies funded:	49
Resident companies:	412
Graduates still in business:	12
Investment raised:	\$37.9M
Patent applications:	42
Patents issued:	13

North Bay iHub brings together the resources of several regional organizations to stimulate enterprise development and entrepreneurship. These organizations include:

- *SoCal Nexus* (innovative emerging growth companies)
- *Venture Greenhouse* (accelerator for early-stage green technology companies)
- *Share Exchange/Local Economy Institute* (economic localization)
- *Sebastopol Entrepreneurs Project* (new & existing business support in West Sonoma County)
- *Web & Interactive Media Professionals* (trade organization of designers, developers, and marketers)
- *Napa Valley College Small Business Development Center*
- *North Bay Angels* (angel investing of innovative, emerging growth companies)
- *Building Economic Success Together (BEST)*

2013 Portfolio

Company	Jobs Created	Investment Raised
Dominican Renewables	3	n/a
Aspen Air	3	\$3.1M
General Vision	4	\$0
EcoLunchbox	5	n/a
Bluebird Interactive	7	\$45,000
Non Profit Easy	7	\$550,000
Food&Beverage World	9	\$100,000
PI Mobility	12	n/a
NextPhase Solar	13	n/a
West Coast Solar Energy	18	\$0

Showcase Projects

North Bay Investor Summit (NBIS) (Cars, Cabernet & Cash)

NBIS is an opportunity for entrepreneurs to gain experience pitching to investors and a venue for investors to discover the next big idea. Companies have raised more than \$25M after presenting at past summits.

Business Plan Competition and Innovation Expo

SoCal Nexus's (formerly SMBC) Business Plan Competition offers a chance for local entrepreneurs to create a business plan and investor pitch based on training and feedback from mentors and judges.

Green Tech Investment Showcase

Venture Greenhouse featured seven early-stage green technology companies, who presented to more than 80 members of the North Bay angel investment and economic development community.

<http://bit.ly/NBiHub>

San Jose/Silicon Valley Emerging Technology iHub



Profiles and Indicators **2013**

Profile

The San Jose/Silicon Valley Emerging Technology iHub is located in the center of Silicon Valley. The San Jose/Silicon Valley iHub focuses on commercializing emerging technologies across a ranges of industries including cleantech, biomedical, and semi-conductors. The iHub partners include a national laboratory, universities, professional associations, and incubators and accelerators. The iHub provides a range of services including, but not limited to:

- Facilities to demonstrate product
- Access to training
- Access to capital for start up formation

KEY FIGURES

Companies funded:	550
Resident companies:	2,250
Investment raised:	\$6.3B
Patents issued:	27,638

2013 Portfolio

Company	Jobs Created	Investment Raised
Enki Technology	11	\$7.1M
Varantec	30	\$22.9M
Wrightspeed	35	\$11.8M
Intermolecular	204	\$122.8M

Showcase Project

Launch of ProspectSV in Spring 2014
PROSPECT Silicon Valley will occupy 22,500 square feet at the LEED-certified San Jose Environmental Innovation Center, and will provide opportunities to test, exhibit and view emerging technology in a commercial environment in Silicon Valley that will include:

- 17,000SF of high bay, configurable space suitable for technology demonstrations, prototype development, and testing
- Hydraulic lift and other measurement and analytics technology equipment
- Dedicated workbench lab space
- Custom battery and chemistry labs
- 3,000 SF of shared open office space

Profile

BioSF iHub focuses on and supports the continuing growth and success of the biotech industry in San Francisco and Mission Bay. The San Francisco Center for Economic Development serves as the iHub coordinator, in partnership with the Mayor's Office of Economic Development, the University of California-San Francisco, the California Institute for Quantitative Biosciences (QB3), and the Small Business Development Center.

KEY FIGURES

Companies funded:	43
Resident companies:	62
Virtual companies:	73
Graduates still in business:	24
Investment raised:	\$134.8M

There are an estimated 30 new biotechnology companies formed each year in the Bay Area, attracted by the region's nexus of business, academia, financing, and public policy. Employee training programs at nearby colleges and universities, a plethora of venture capital and angel investment firms, and vibrant cultural, recreational, and entertainment options, make San Francisco highly attractive to the next generation of biotech leaders.

Additionally, the QB3 incubator network—a vital BioSF iHub partner—provides a strong platform for early-stage biotech companies, helping more startups move from idea to prototype.

2013 Portfolio

Company	Jobs Created	Investment Raised
Refactored Materials	13	\$5.5M
Omniox	11	\$1.0M
uBiome	5	\$350,000
Fluxion Bioscience	22	\$2.0M
Gemmus Pharma	5	\$1.5M
3Scan	8	\$540,000
Allakos	n/a	\$32.0M
ZoneOne Pharma	2	n/a
Redwood Bioscience	n/a	\$400,000
Siluria Technologies	30	\$62.9M

Showcase Projects

QB3@953

In February 2013, QB3 began reconstructing a 24,000SF warehouse near UCSF's Mission Bay Campus to house QB3@953—a state-of-the-art laboratory for biotech startups. QB3@953 will provide resources and space to 24 companies, and reduce the time and money these entrepreneurs need to prove their technology, build a team, find experts, and attract capital. When QB3@953 reaches full capacity, it will bring an estimated \$50 million per year into the community.

QB3 Startup in a Box

The Startup in a Box is a one-stop solution to address hurdles unique to biotech startups. The program consists of three parts: 1) free legal services for incorporation; 2) three small business innovation research (SBIR) workshops to help startups pursue NIH and NSF grants; and 3) executive summary and pitch deck preparation for fundraising from angel or venture investors.

OCTANe iHub



Profiles and Indicators **2013**

Profile

Based in Orange County, OCTANe is creating a cohesive network of companies, universities, entrepreneurs, associations, venture capital firms and strategic services partners all working together to create a more robust innovation environment and stimulate job growth.

OCTANe's goal is to combine people and ideas with capital and resources to build the high technology ecosystem. The iHub works with existing companies in and outside of Orange County helping senior executives access intelligence, new technologies, and talent. OCTANe is creating a forum for technology company leaders to have a lasting impact on the future of Orange County and the State of California.

KEY FIGURES

Companies funded:	27
Virtual companies:	125
Graduates still in business:	350
Investment raised:	\$134.8M

Showcase Projects

LaunchPad SBDC Accelerator Program

The LaunchPad small business development center is a jointly funded program between OCTANe and the CA SBDC that uses a system of predictive analytics to understand the strengths and weaknesses of companies and subsequently builds a mentoring and fundraising plan specific to the analytics. In 2012, 125 companies entered the process, and 27 companies ultimately raised a total of \$77 million. These companies, in turn, created 1,000 new jobs in California and more than \$5 million in incremental tax revenues.

VC in the OC Investment Conference, May 2012

The VC in the OC is OCTANe's largest investment conference with more than 800 people in attendance. The conference highlights industry trends relevant to the entrepreneurial economy in Southern California, presents keynote speakers, and showcases innovative new companies.

OCTANe's Medical Device and Investor Forum, November 2012

The Medical Device and Investor Forum is Orange County's largest Life Science-focused industry trade show and investment conference. The conference highlights industry trends relevant to the life science economy in Southern California, presents keynote speakers, and showcases innovative new medical device and pharma companies.

2013 Portfolio

Company	Jobs Created
Enevate Corporation	27
Mavenlink Inc	22
Nanospectra	20
DxTernity Diagnostics	20
Claremont BioSolutions	17
Branded Online	12
OncoSec Medial Incorporated	11.5
Epinex Diagnostics Inc.	11.5
2C Tech Corporation	10.5
Corvida Medical	9

<http://tiny.cc/OCiHub>

Sacramento iHub (SARTA)



Profiles and Indicators **2013**

Profile

For ten years, SARTA has supported the growth and success of technology companies in the Sacramento region across the full range of technology sectors. As the lead for the Sacramento iHub, SARTA works with its partner organizations to support the clean technology and medical technology sectors specifically. The iHub has 300 active members, up 30 percent since year-end 2012.

SARTA's programs and services share three common goals:

- link entrepreneurs and technology executives to the resources they need to be successful
- raise the profile of the technology sector in the Sacramento region
- provide learning and training opportunities to technology industry executives.

SARTA's programs include peer-led CEO Forums, the MedTech and CleanTech Showcases, the Venture Lab Incubator Facility and VentureStart that provide guidance and mentoring, and the annual Tech Index Celebration of the top fifty technology companies in the region, among others.

Showcase Project

AgStart partnership with UC Davis

In 2013, SARTA launched a partnership with UC Davis focused on ag innovation and ag technology companies. Operating as AgStart, the program completed an initial assessment of the region's ag innovation sector; organized a launch event and Pitch Fest competition; sent a delegation to the Ag Innovation Showcase in St. Louis; organized the first AgStart Showcase in Sacramento; and worked with UC Davis to provide seed grant funds to university researchers to advance the commercialization of their technologies.

2013 Accomplishments

Technology Flagships: convened gatherings of flagship company CEOs

Leadership Series: hosted 10 seminars with 300+ attendees

CleanStart: hosted 7th annual CleanStart Showcase and identified 96 clean technology companies

MedStart: hosted fourth annual MedTech Showcase and identified 126 med tech companies

AgStart: won \$1M US EDA grant, with UC Davis, to launch AgStart; launched Pitch Fest; and sponsored the Ag Innovation Showcase in St. Louis—the first AgStart Showcase

VentureStart: hosted first-ever Meet the Mentors during Sacramento Techweek

Community-building: continued Beer & Geeks (12, 780 attendees); hosted four TechLink Members' Mixers; two Women in Tech dinners; and two Women+Tech+Coffee Trifecta events

Startup Weekend and Sacramento Techweek: partnered to organize both events and hosted six events during Techweek

Next Economy: developed final action plan identifying the need for a strong innovation environment as the top priority for the region's economic development strategy

Cap-to-Cap: led the inaugural innovation team for Cap-to-Cap to build consensus in Washington for important regional priorities

<http://www.sarta.org/>