Letter to Governor Brown

Dear Governor Brown and Members of the Legislature:


We want to thank the board members for their commitment to the Valley by serving on the Partnership Board. Many of them greatly contributed to the creation of the Partnership, and we honor and appreciate their contribution and countless hours of volunteer work.

The Partnership undertook several planning strategy sessions during the year. Because much has occurred since the Strategic Action Plan (SAP) was prepared in 2005, the 10 work groups were asked to review their individual SAP goals and identify goals that they felt were still applicable and could be accomplished within the next two years. These goals were then reviewed by the board and incorporated into a two-year revised SAP.

The Partnership held a Leadership Summit in Bakersfield in October in conjunction with the Partnership Annual Meeting. The highlight of the Summit was a panel discussion between eight State of California Cabinet Secretaries and the Chair of the Board of Supervisors from each of the Valley’s eight counties. The result was a frank discussion of where the state and Valley could work together in the coming year.

In March, the Partnership conducted the first of what promises to be an annual Regional Economic Summit. The intent of this Summit was to identify an action plan to focus on Infrastructure, Workforce, Innovation, Regulation/Sustainability and Access to Capital. The issues, opportunities and recommendations of that Summit were forwarded to a State Summit held in Santa Clara in May. The Partnership, led by Pete Weber, played a strong role in the planning for the State Summit, and the San Joaquin Valley was well-represented at the event.

The Partnership continues to be active in sustainable planning through the Smart Valley Places initiative, a compact of 14 Valley cities, four regional nonprofit organizations, Fresno State, California Central Valley Economic Development Corporation and San Joaquin Valley Regional Policy Council, which builds on the Partnership’s Strategic Action Proposal and the San Joaquin Valley Regional Blueprint’s smart growth principles. The Partnership this year completed the Valley Legacy initiative, which brought the region’s K–12 education, higher education and workforce investment board systems into alignment to better prepare people for occupations in high-growth industry sectors.

The Partnership’s board of directors would like to express its appreciation to the Secretariat staff at California State University, Fresno, the staff of the Great Valley Center and all Valley stakeholders who have engaged in this regional effort. We also would like to thank local and regional agencies, nonprofits and those in the private sector that have given support through in-kind and financial contributions, specifically, Kaiser Permanente Central Valley and Valley CAN.

We would like to thank the James Irvine Foundation for its financial support. The Irvine funding marked the first direct funding received by the Partnership since the state funding in 2008. We applaud their foresight in investing in the worthwhile effort. We also want to thank everyone who has contributed their time and expertise to our 10 work groups.

Valley residents should be encouraged by the promising steps that have been taken in the past year. By working together to achieve the Valley’s potential as California’s 21st Century Opportunity, the Partnership is crafting a vision of the San Joaquin Valley that was not previously thought possible.

Ashley Swearengin
Partnership Chair
Mayor
City of Fresno

Corwin Harper
Partnership Deputy Chair
Senior Vice President
Kaiser Permanente Central Valley

Diana Dooley
Partnership Deputy Chair
Secretary
California Health and Human Services Agency
Program Leadership & Partners

**Board of Directors**

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<tr>
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<tr>
<td>Ashley Swearengin</td>
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<td>Steve Corwin Harper</td>
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<td>DeeDee D’Adamo</td>
<td>Representative, California Fish &amp; Wildlife Association</td>
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<td>Diana Dooley</td>
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<td>Anna Cahallero</td>
<td>Representative, California Labor &amp; Workforce Agency</td>
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<td>Brian Kelly</td>
<td>Acting Secretary</td>
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<td>John Laird</td>
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<td>Marty Morgenstern</td>
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<td>Matthew Rodriguez</td>
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<td>James A. Aleru</td>
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<td>Lynne Ashbeck</td>
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<tr>
<td>Benjamin Duran</td>
<td>Representative, Central Valley Higher Education Consortium</td>
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<tr>
<td>Carole Goldsmith</td>
<td>Representative, College of the Desert</td>
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<td>Pat Gordon</td>
<td>JBT Corporation</td>
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<td>Barry Hibbard</td>
<td>Representative, California Economic Strategy Panel</td>
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<td>Blake Konczal</td>
<td>Representative, Central California Workforce Collaborative</td>
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<td>Sunne McPeak</td>
<td>California Emerging Technology Fund</td>
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<td>Luiza Medina</td>
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<td>Steven Nehem</td>
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<td>David Nelson</td>
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<td>Pete Parra</td>
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<td>David Quackenbush</td>
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<td>Paul Saltan</td>
<td>Representative, California Central Valley Economic Development Corporation</td>
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<td>Ted Small</td>
<td>Tulare County Association of Governments</td>
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<td>Ray Watson</td>
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<td>Peter Weber</td>
<td>Representative, Federal Interagency Task Force</td>
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<td>Fritz Grupe*</td>
<td>Chairman, The Grupe Company</td>
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<tr>
<td>Ronald Addington*</td>
<td>President/CEO, Central Valley Health Network</td>
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<tr>
<td>Victoria Bradshaw*</td>
<td>California Strategies, LLC</td>
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*Partnership Board Advisors

**Work Group Consultants**

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<th>Name</th>
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<tr>
<td>Rachel Audino</td>
<td>Work Group Coordinator</td>
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<tr>
<td>Jennifer Faughn</td>
<td>President</td>
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<td>Pete Parra</td>
<td>Fresno State Work Group Coordinator</td>
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<tr>
<td>Paul Saltan</td>
<td>Executive Director, Fresno Regional Workforce Investment Board</td>
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<td>Paul Everett Johnson</td>
<td>Associate Executive Director, Central Valley Workforce Collaborative</td>
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<tr>
<td>Marcas Martin</td>
<td>Communications Coordinator</td>
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<td>Sarge Green</td>
<td>Program Director</td>
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**Secretariat**

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<tr>
<td>Stacie Dabbs</td>
<td>Assistant Director</td>
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<td>Jen Paul</td>
<td>Director</td>
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<tr>
<td>Philip Siegrist</td>
<td>Research Assistant</td>
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**Sustainable Communities**

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<tr>
<td>Barbara Steck</td>
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<td>DeeDee D’Adamo</td>
<td>Representative, California Fish &amp; Wildlife Association</td>
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**Water Quality, Supply & Reliability**

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<tr>
<td>Mike Dozier</td>
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<td>Sarge Green</td>
<td>Program Director</td>
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*Partnership Board Advisors:*

- Victoria Bradshaw*
- Barbra Hioco, Executive Director, Fresno State
- Jim Tischer, Director, Fresno State California Water Institute
- Sarge Green, Program Manager, Central Valley Water Network
Executive Summary: Secretariat

The Office of Community and Economic Development (OCED) is uniquely positioned as the Secretariat for the Partnership to serve the region and align university resources with Valley initiatives. OCED programs, communications and key relationships with internal and external stakeholders provide a platform for leveraging those resources. The Partnership’s activities for the period July 2011 through June 2012 are highlighted in the next section.

Valley Legacy

In fall 2009, the California Partnership for the San Joaquin Valley (Partnership) was awarded $2 million dollars in funding through Workforce Investment Act (WIA) Discretionary Funds to conceptualize, plan, and implement a demonstration project that encompassed five deliverables aimed at preparing the future workforce of the San Joaquin Valley (Valley) for high-wage, high-demand jobs in five targeted industry sectors: agribusiness, including food processing and biotechnology; water technology; renewable energy; manufacturing; and logistics/distribution. Twelve demonstration projects in eight counties followed the resulting model with significant results including: 392 high school students prepared for careers in manufacturing, biotechnology, logistics and distribution; four high schools added six new courses in emerging career areas; 323 adults impacted by the English Learner Institute, from beginner to intermediate to advanced, over three semesters; teachers modified teaching strategies to include “hands on” methods; development of a website of clean energy activities in the Valley for students, job seekers, educators; entrepreneurial pathway programs established at 11 Valley community colleges; and business and education sharing responsibility for student learning.

The final report and a video highlighting the structure and accomplishments of the grant have been provided to Valley legislators and community stakeholders to educate them on the purpose of the grant and build a foundation for future funding requests. These tools may be found at www.ValleyLegacy.com.

Valley Leadership Exchange

In October 2011, the Partnership conducted a Valley Leadership Exchange, the first of its kind in the Valley, in conjunction with the 2011 Partnership Annual Meeting in Bakersfield. Local and regional elected officials, agencies and civic leaders were invited to this private exchange — with more than 350 attending — to hear an update from State Cabinet Secretaries on specific initiatives, a review of the State of Our Region and a Q&A session, as well as an opportunity for networking with other Valley leaders.

San Joaquin Valley Housing Collaborative

The Partnership Secretariat assumed the role of administrative lead of the San Joaquin Valley Housing Collaborative (SJVHC), a 501c3 regional collaboration of public and private housing experts and stakeholders from the eight-county region that serves as a forum to identify, discuss, and address housing issues and challenges. Activities included organizing the region’s first Affordable Housing Summit in collaboration with the Federal Reserve Bank of San Francisco and the California Coalition for Rural Housing.

Nearly 170 people participated in the summit, discussing foreclosure recovery and the road to homeownership, affordable housing and the loss of redevelopment, and sustainable community strategies. The goal of the summit was to bring the region together with experts from throughout the state to discuss regional strategies to the Valley’s housing challenges. SJVHC is interested serving the needs of the region, particularly in regards to affordable housing projects now that redevelopment agencies, which provided that funding, no longer exist. The Affordable Housing Summit generated $10,000 in revenue to sustain SJVHC’s work.

Smart Valley Places

Smart Valley Places (SVP) is the Valley’s smart growth initiative funded by a $4 million grant awarded through the U.S. Department of Housing and Urban Development. With a focus on regional collaboration to develop a regional plan for sustainable development, SVP is coordinated by the Partnership and is driven by a compact of 14 of the Valley’s largest cities from throughout the eight counties in the Valley, in partnership with four regional nonprofit organizations, Fresno State, the California Central Valley Economic Development Corporation, and the San Joaquin Valley Regional Policy Council, which represents all eight county Metropolitan Planning Organizations in the Valley.

Building on the Partnership’s Strategic Action Plan and the San Joaquin Valley Regional Blueprint’s smart growth principles, SVP is the Valley’s roadmap to transforming itself, from one of the most challenged and underserved areas of the country into a region that embraces and reflects smart growth and sustainable development that will impact not only the health and prosperity of the region but the whole of California. The Partnership completed SVP’s first year in full compliance with HUD protocol and program requirements.

### Median Household Income

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<tr>
<th>Year</th>
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### Personal Income

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Source: U.S. Department of Commerce, Bureau of the Census, Small Area Income and Poverty Estimates
While SVP-funded activities are occurring within the Valley’s largest cities, the complementary Blueprint Integration Project is providing an opportunity for smaller cities in the Valley to address the issues of smart growth within the rural areas. These efforts represent an unprecedented opportunity to build relationships, share knowledge, and generate enthusiasm for smart growth in the Valley. Combined, these two projects provide Valley cities with the opportunity to create sustainable communities. SVP and the Blueprint Integration Project presented a Valley-wide smart growth convention in Modesto in May 2012.

**San Joaquin Valley Regional Economic Summit**

The Partnership hosted the inaugural San Joaquin Valley Regional Economic Summit, one of a series of regional summits across the state that contributed to a statewide conversation and strategy for economic development. Titled “Building Prosperity for the Valley Ag Value Chain,” this San Joaquin Valley Regional Economic Summit developed a roadmap for Valley Ag Value Chain prosperity and assisted in prioritizing high-impact policy recommendations that were offered at the California Economic Summit in May 2012. Key elements of the Valley plan include: Regulatory Reform, Access to Capital, Infrastructure Needs, Workforce Issues, Ag Land Preservation, and Sustainable Growth.

The Partnership published the results of its March 2012 summit in the San Joaquin Valley Regional Economic Summit Final Report.

This report may be found on the Partnership website at www.sjvpartnership.org, under About Us or at: tinyurl.com/SJVPartnership

Videos were produced for five issue discussions:
- Infrastructure Needs
- Regulation, Preservation, Sustainable Growth
- Workforce Needs
- Innovation and Entrepreneurship
- Access to Capital

The above videos may be found at tinyurl.com/SJVPartnershipVideos.

The California Economic Summit 2012 Summit Action Plan (Action Plan) provides a roadmap for promoting California’s jobs and competitiveness. Prepared by leaders from across California, the Action Plan identifies specific actions that we can take to secure California as the Golden State. Through seven Signature Initiatives, the Action Plan presents recommendations on the state and local level to add value to our business climate by investing in infrastructure and people and reducing the cost of doing business by streamlining our complex regulatory process. For the complete Action Plan, visit tinyurl.com/CAeconomyActionPlan.

**Annual Report**

The 2010–2011 Partnership Annual Report was distributed electronically at the 2011 Partnership Summit. The report was printed for further distribution and presented to the Partnership Board of Directors at the first quarterly meeting of 2012.

**Sustainability of the Partnership**

Building trust and relationships throughout the San Joaquin Valley has put the Secretariat and the Partnership in prime position to lead the Valley toward regional solutions. Through collaboration and its unique regional structure, the Partnership is prepared to quickly apply for complex grants that require cross-boundary programs and multiple regional partners. Therefore, the Secretariat has dedicated staff searching for funding opportunities and building relationships with local, state and national funders. This approach has proved to be successful as the James Irvine Foundation, U.S. Economic Development Administration (EDA), California’s Workforce Investment Agency (WIA) and U.S. Department of Housing and Urban Development (HUD) have invested in the Valley and more importantly have entrusted the Partnership’s Secretariat to implement the funded programs.

**Looking Ahead**

Throughout this report, the future priorities for the New Valley (10 work groups), Smart Valley Places, and the San Joaquin Valley Regional Broadband Consortium are illustrated. Moreover, the board and the Secretariat have set priorities which are linked and leveraged with complementary initiatives providing clear leadership and blazing the path for others to follow. Those initiatives are: infrastructure development, sustainable planning, and job creation.

1. **Infrastructure Development**

   Key focuses require immediate attention to ensure the Valley is not overlooked. These include water supply and reliability, goods movement, high-speed rail, and the expansion of broadband access throughout the Valley. New developments in these core areas are continuous and will remain priorities for the Partnership moving forward.

2. **Sustainable Planning**

   Integrating smart growth principles into planning is essential to our region’s progress. By creating more transportation choices, equitable affordable housing, greater economic competitiveness, and healthier, safe, and walkable neighborhoods, we are creating a smarter and more sustainable Valley. These activities are shaping future growth trends that will impact the health and prosperity of the region and the entire state of California for generations to come.

3. **Job Creation**

   By strengthening our regional industry clusters, developing our workforce skills and streamlining regulation, business will develop, higher paying jobs will surface, and the Valley’s economy will flourish. This will take several years to come to fruition; however, by partnering with the Valley’s Central California Workforce Collaborative, the California Central Valley Economic Development Corporation, and other local, regional and statewide agencies, the Valley is positioned for success.
Financials

The Office of Community and Economic Development at Fresno State (OCED) received a $5 million grant from the state of California in 2006 to build the framework of the Partnership. Half of the funds were designated for two-year seed grants and divided among 14 organizations selected to fulfill the Partnership’s Strategic Action Plan. The other half supported administration of the Secretariat, the 10 work groups and an annual report and meeting. For 2009–2010, Valley COGs provided more than $100,000 to assist with administration costs. Kaiser Permanente gave $30,000 in support of the 2011 Annual Summit which garnered nearly $60,000 in total donations. No other direct funding was received until 2012 when the James Irvine Foundation awarded OCED $200,000 for administration, communications and work group coordination. An additional $200,000 is designated for the 2012–2013 budget year. OCED is able to sustain administration and coordination of the Partnership by leveraging funds from Fresno State, $117,000, and the James Irvine Foundation, $200,000; grants from state and federal agencies assist with meeting the goals of the Partnership and its work groups.

For the 2011–2012 fiscal year, OCED received $2,766,809 from the following sources, which are listed with the funded program: $28,125 from U.S. Department of Agriculture for a Pathways to Rural Economic Progress (PREP) grant; $164,715 from U.S. Economic Development Administration for a Valley Connect grant; $1,159,099 from the federal Workforce Investment Act of 1998 (WIA) — 15% California Governor’s Discretionary Funds for the Valley Legacy grant ($894,137 provided to Valley Legacy partners); $1,264,870 from U.S. Department of Housing and Urban Development for Smart Valley Places (SVP), a sustainable communities initiative, (includes $1,086,758 for SVP consortium members); and $150,000 from California Public Utilities Commission for the San Joaquin Valley Regional Broadband Consortium.

Efforts to organize the San Joaquin Valley Regional Economic Summit generated $25,000 in donations from partners of the Partnership. Through the San Joaquin Valley Housing Collaborative, $7,500 in donations was generated to support the planning and organization of the region’s inaugural Affordable Housing Summit.

San Joaquin Valley Regional Economic Summit

In May 2012, the California Stewardship Network and California Forward hosted the inaugural economic summit for the state of California. The principal purpose of the summit was to convey to policymakers what is needed to revitalize California’s regional economies.

To prepare for the statewide summit, a series of regional summits took place up and down the state focusing on developing policy recommendations to bolster regional economies and ultimately the state of California. The California Partnership for the San Joaquin Valley was asked to host the San Joaquin Valley Regional Economic Summit, with a focus on the agricultural value chain — from production agriculture to packing, food processing and distribution as well as biomass and biofuels, ancillary businesses such as water technology and manufacture of agricultural and food processing equipment, and supporting services.

The San Joaquin Valley Regional Economic Summit was held on March 29, 2012, and drew an audience of 265 leaders from across the eight-county region. The unprecedented level of positive feedback from participants generated an excitement that emphasized the importance of regional discussion regarding the agricultural value chain. This event served as the venue to discuss common interests and generate action-oriented state and regional policy recommendations — something that is greatly needed to secure the economic prosperity of the Valley’s agricultural value chain moving forward.

Background

California remains an extraordinarily important economy, larger than the national economies of all but seven nations; however, the trend lines are concerning. As recently as 2004, California was the 5th largest economy in the world. The state’s unemployment rate for the last two years has been the second highest in the nation. What is even more significant is that California’s unemployment rate has been higher than the national average every year since 1990, which strongly suggests that California is not achieving its potential.
In 2005, state administration under the leadership of Sunne Wright McPeak, former Secretary of Business, Transportation and Housing, convened 17 Economic Vitality Conversations — 12 regional and 5 statewide — which produced a construct of building blocks to generate economic comparative advantage for California. Several recent reports have validated findings from the Economic Vitality Conversations. The state of California, however, has yet to incorporate these findings into a state economic development strategy. In the August 2011 report “An Economic Growth and Competitiveness Agenda for California,” prepared by The Brookings Institution and McKinsey Global Institute and under the direction of Lieutenant Governor Gavin Newsom, Mr. Newsom states, “For more than ten years, the state of California has lacked a strategic, statewide economic plan. And in the last decade we have reaped the bitter consequences.”

In September 2011, the Think Long Committee of California released the report “Jobs, Infrastructure and the Economy” based on analysis of 20 years of previous reports and interviews with more than 50 business, government, labor, and academic leaders from across the state’s regions. The report’s recommendations revolved around three themes:

- California is an economy of distinct regions
- Productivity and innovation are key to future growth and prosperity
- Public policy should promote productivity and innovation in both public and private sectors


These reports provide an excellent framework for analyzing both the challenges and opportunities of the California economy; but as each indicates, a statewide economic plan must be developed “from the regions up.” Globalization has fundamentally changed how we compete. Regions — with distinct industry clusters, specially trained workforces and customized infrastructure — are now the foundation for establishing competitive advantage. All regions will benefit from a statewide strategy that reduces the cost of doing business by rationalizing the state’s complex regulatory process, and all regions will add value to the business climate by investing in innovation, infrastructure and people. However, the specifics for how to accomplish this must be tailored to deliver added competitive advantage to the industry clusters of each region. It is vitally important that the regional strategies be integrated into a whole; but it all begins with an understanding of what will make each region globally competitive.

**San Joaquin Valley Regional Forum**

**Top Priorities for State Action**

- Rationalize/Streamline Regulation
- CEQA Reform
- Comprehensive Water Plan
- Preservation of Ag Land
- Middle Skills Workforce Training
- AG Production Workers Program
- Industry/Academia R&D Partnerships
- Interim Solutions (Water)
- Access to Capital Policies

**San Joaquin Valley Regional Forum**

**Top Priorities for Regional Action**

- Water Systems Efficiency
- Sustainable Growth Policies
- Access to Capital
- Expand Telemedicine
- Transportation Options
- Regional Corridors
- Regional Food Supply Systems
- Voids in the Value Chain
- Energy Efficiency
- SJV Broadband Access
- Broadband Farm Access
- High Energy Rates

**What will make each region globally competitive?**

The statewide economic summit was preceded by regional summits in 14 different California regions. For the first of what are expected to be annual economic summits, the eight-county San Joaquin Valley chose to focus its attention on the Ag Value Chain for the following three reasons:

1. The Ag Value Chain is a major driver of California’s economy, employing about 2.5 million Californians. California’s agricultural production receipts total $37.5 billion, more than the total GDP of one hundred countries. And that is only production receipts, before including the multiplier as you go up the value chain. Additionally, the Ag Value Chain is a major contributor to California exports ($12.8 billion in 2010);

2. in spite of the significant economic diversification taking place in the San Joaquin Valley, the Ag Value Chain remains the principal economic engine of the region, generating a GDP of $26 billion — more than half of California’s Ag Value Chain output; and,

3. contrary to popular perception, the Ag Value Chain offers significant near-term job creation opportunities. While it is true that farm employment will continue to decline as production agriculture continues its history of innovation and mechanization, opportunities for adding value in the chain are substantial. Research conducted by the state’s Centers of Excellence projects that California’s Ag Value Chain could create 182,000 jobs in the next five years. The technological advances of agriculture coupled with the addition of value up the chain means that these will be significantly higher wage jobs than the San Joaquin Valley has historically experienced.
San Joaquin Valley Regional Industry Cluster Analysis Project

In August 2011, the Office of Community and Economic Development (OCED) received an Economic Adjustment grant from the U.S. Economic Development Administration for several activities, including the preparation of a San Joaquin Valley-wide economic cluster analysis and a Cluster Action Plan.

The San Joaquin Valley (Valley) has been a leader in cluster-based strategies, starting with “The Economic Future of the San Joaquin Valley” report in 2000, the Fresno Regional Jobs Initiative (RJI) in 2003, the “Innovation Economy Agenda” in 2006, and the evolution of economic development from industry targets to strategic clusters, especially through the county Economic Development Corporations (EDCs). Building upon these efforts, the Partnership’s Strategic Action Plan (SAP) in 2006 — “The San Joaquin Valley: California’s 21st Century Opportunity” — identified five key regional clusters of opportunity for focused action: agribusiness, health and medical, manufacturing, renewable energy, and supply chain management and logistics.

These clusters reflected shared priorities across the Valley and represented sectors where the region’s competitive advantage was considered to be strong or emerging. The SAP became “The New Valley” program, with 10 implementation work groups. Most of the work groups are led by OCED’s partners at the regional level, such as the California Central Valley Economic Development Corporation (CCVEDC) which leads the Economic Development Work Group, and the Central California Workforce Collaborative (CCWC) which co-leads the Higher Education and Workforce Development Work Group. OCED supports the Partnership work groups and also supports the overall RJI as well as staffing two of its 12 clusters. Several of the Partnership work groups are managed by Fresno State institutes.

Findings

At the regional summit held in Fresno on March 29, panels of experts presented recommendations on ways to encourage innovation, support productivity and encourage investment. Topics included the San Joaquin Valley’s infrastructure, workforce and capital needs; how to reduce regulatory burdens; and how to enhance the climate for innovation and entrepreneurship. Some recommendations focused on what the private and public sectors can do at the local level, while others focused on what the state needs to do. An audience of 300 participants then ranked the importance they attached to each of the issues discussed.

The charts on page 14 show the issues ranked most important for state action and those ranked most important for regional action. Valley “champions” have been identified to address each of these actions. Recommendations for state action were submitted for consideration at the May 11 statewide summit.

The organizers of the statewide and regional summits are committed to not producing more reports that gather dust on some shelf. The commitment is to action. California is still a remarkable place, with some of the most innovative people in the world as well as extraordinary geographic and climatological assets. What policy makers must recognize is that decisions resulting in economic growth are made by the private sector based on their self-interest. The most successful economic regions in the world have a critical mass of like industries engaging in similar work. The public sector can assist these regions or impede their progress. These summits are intended to help California determine what policies, strategies and actions must be pursued to support the development of vibrant, globally competitive economic regions that attract investment, create jobs, and return California to its status as the Golden State.

The final report of the San Joaquin Valley Regional Economic Summit “Building Prosperity for the Valley Ag Value Chain: Issues, Opportunities and Recommendations” may be found on the Partnership website at www.sjvpartnership.org under About Us; from the drop down menu select Regional Economic Summit 2012 or visit tinyurl.com/SJVPartnershipFinalReport.
The current project addresses a number of concerns:

- The regional cluster analysis has not been updated since 2006.
- The Valley has been more severely impacted by the “Great Recession” than most of California’s other regions and needs to reposition itself.
- The global economy is experiencing structural changes which demand new responses at the regional level.
- Local budget challenges constrain the ability of many jurisdictions, partners and business champions to manage, implement and support county and regional cluster initiatives.

Even in areas where the Valley has a competitive advantage, such as agriculture and logistics, the Valley is not capturing the “value chain” — where value is added along the continuum of economic activity within the components of a cluster. Instead, goods flow out of the Valley where value is added later, and businesses and industries that buy goods and services from other businesses are buying a significant share of those goods and services outside the Valley (“leakage”).

There also are areas of opportunity that can be leveraged best at the regional level. Increasingly, the regional networks of economic development, workforce and education partners have developed cluster-related targets and initiatives. Many state and federal agencies are making major investments in the Valley to address systemic, structural socioeconomic challenges in an integrated way, including sector-based strategies in areas like health care, renewable energy, recyclables, and public sector infrastructure. There is an increasing public policy and investment focus on building local and regional food systems; renewable energies; technologies to improve air quality and water quality and use; goods movement and sustainable infrastructure systems, including those related to the high-speed rail and water; and linking all of these areas for improved community, public and environmental health. These are areas where the Valley has potential to compete and to transform its future.

Applied Development Economics (ADE) was retained to conduct the cluster analysis and prepare the Action Plan, in collaboration with the Valley’s many partners and stakeholders, including employers, who will be implementing the Action Plan on the ground. The project’s findings have resulted in consideration of how to align OCED and Fresno State’s organizational capacity and resources for the next stage of the Partnership’s New Valley strategy, and an effective role for the Partnership as the economy begins to recover.

ADE analyzed the Valley’s major economic sectors and validated that the five original New Valley clusters continue to be the shared priorities across the region although they have been expanded upon through the value chain concept and adding the dimension of wellness to health more explicitly than past approaches. The water technology cluster also exists across the Valley (although it is quite small in a few counties). The analysis indicates that as of 2010, these clusters represent about 41 percent of total employment in the region; but during the 2001–2010 period were responsible for 73 percent of private sector job growth. In addition, the construction cluster, which was hit very hard during the recession, faces the prospect now of growth through public infrastructure investments over the next 10 years. This creates the opportunity to reinvigorate the existing RJI construction cluster by shifting its focus from residential and commercial construction to public sector infrastructure, and regionalizing the cluster for greater impact.

The cluster analysis and partner/ stakeholder engagement process provides the platform for the evolution of the clusters in the Valley and the role of OCED, Fresno State and the Partnership, including the organization of the New Valley work groups. One clear message, both through the documentation of cluster and partner initiatives and the stakeholder engagement process (including with some Partnership board members), was that an important value-added role for the Partnership is to:

- **Network**
  Help connect the many efforts across the region that are cluster-based or support the clusters (cluster foundations such as infrastructure, including broadband, sustainable communities, financing, environmental quality, and education and workforce)

- **Convene**
  Play a convening role for the bigger Valley issues that are not being addressed in other forums to drive the growth and vitality of the clusters

- **Integrate**
  Provide the synergy across the region, helping to knit together the clusters, the issues and the initiatives for shared priorities

- **Advocate**
  Promote and advocate regarding cluster priorities on behalf of the Valley

- **Catalyze**
  Be a catalyst for collaboration and the flow of innovation, including through the elevation of models

The Partnership plays many of these roles already, and the next step is for more intentional engagement around cluster-based economic development. Leadership and engagement of board members in relevant cluster areas will be of great benefit. In addition as noted, the SAP resulted in the creation of 10 work groups to implement the five-year action plans (2006–2011). The work groups are in varying levels of capacity and operational status and should be focused to support the implementation of the Action Plan, building on the existing efforts of OCED and partners.
Increased attention and investment in the San Joaquin Valley’s infrastructure is needed to ensure the Valley can meet future demands of population growth and economic prosperity. These include water supply and reliability, goods movement, high-speed rail, and the expansion of broadband access throughout the Valley. New developments in these core areas are continuous and will remain priorities for the Partnership moving forward.

Water Quality, Supply & Reliability

**MISSION:** Ensure a reliable, adequate quality water supply to sustain a high quality of life, and a world-class agricultural sector, while protecting and enhancing the environment.

**IMPACT**
Common vision for specific collaborative water policy initiatives in a 12-county (Kern County to Yolo County) area. Implementation phase of the vision will be mutually supported and regionally beneficial projects affirmed by the resolution actions boards of supervisors in all signatory counties. The current list includes up to 25 precedent-setting projects that will meet the goals.

**California Water Institute**
Fresno State

David Zoldoske, Director
Jim Tischer, Program Adviser
Sarge Green, Program Director

**Accomplishments & Impacts**

**ACCOMPLISHMENT**
Development of Delta Counties Coalition (DCC) and Partnership Water Policy Resolutions and Candidate Projects List. While inclusive of the Delta counties (San Joaquin, Contra Costa, Solano, Yolo, and Sacramento) and San Joaquin Valley counties (Kern, Tulare, Kings, Fresno, Madera, Merced, and Stanislaus), this effort is the result of the Partnership’s goal: “Framework for a Valley Water Plan.” A key goal is to ensure ongoing Delta Water supplies while improving regional and local self-reliance for water supplies.
San Joaquin Valley Interregional Goods Movement Study
San Joaquin Valley Regional Policy Council

Key Partners:
Caltrans
Fresno Council of Governments
Kern Council of Governments
Kings County Association of Governments
Madera County Transportation Commission
Merced County Association of Governments
San Joaquin Council of Governments
Stanislaus Council of Governments
Tulare County Association of Governments

The San Joaquin Valley Interregional Goods Movement Plan is a Valley-wide project that aims to create a prioritized goods movement investment plan for the multimodal infrastructure of the entire San Joaquin Valley. This includes its highways and roadways, rail facilities, air cargo facilities, intermodal centers, and ties to inland and marine ports. In addition to creating a blueprint for future investment into the region’s goods movement system, the project will:

- Work with regional freight stakeholders to understand the issues, challenges, bottlenecks, and opportunities of the Valley’s goods movement system;

### Goals & Desired Outcomes

**Goal**
Enable funding and implementation of affirmed, linked, and regionally beneficial DCC/Partnership projects in the 12-county region.

**Outcome**
Implementation of shared vision for beneficial water projects in greater Central Valley region.

**Goal**
Complete Phase II of San Joaquin Valley Water Plan.

**Outcome**
Complete the San Joaquin Valley roadmap for establishing and implementing water projects that establish and strengthen connecting linkages between cities, counties, local, state and federal agencies.

**Goal**
Develop framework and financeable plan for providing healthy drinking water to DACs throughout the Central Valley.

**Outcome**
Clean, healthy drinking water for DACs and improved social and economic outcomes.

### Accomplishments

- Continued development of expanded San Joaquin Valley Integrated Regional Water Management Plan. The critical water supply issue in the San Joaquin Valley is the groundwater basin. Ongoing work to show the value and needs of that basin included continued efforts to visually display the basin condition. The efforts include sharing the display and knowledge about the basin so that the management needs can be sufficiently understood and result in a significant implementation element of the Valley Water Plan.

- Enabled a shared vision of mutually supported and regionally beneficial water management strategies and implementable projects across water districts, cities, counties, state and federal agencies.

- Proactive engagement and technical support for Disadvantaged Communities (DACs), and their advocates, to significantly improve water quality in DAC areas. New reports about groundwater quality issues in the Valley, especially in rural areas, have resulted in a grant from U.S. Environmental Protection Agency Region 9 to assist with evaluating the conditions and needs of DACs. Ongoing work in the Tulare Basin, funded by a state grant, also will develop a template for potential solutions, Valley-wide.

### Impact

- Clean, healthy water for DACs to improve social and economic outcomes in targeted regions.

### Miles Traveled Per Person

<table>
<thead>
<tr>
<th>Year</th>
<th>California Average</th>
<th>San Joaquin Valley Average</th>
</tr>
</thead>
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<tr>
<td>2000</td>
<td>114.9</td>
<td>130.8</td>
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<td>2001</td>
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<td>89.8</td>
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<tr>
<td>2009</td>
<td>81.9</td>
<td>118.0</td>
</tr>
</tbody>
</table>

**Source:** California Department of Water Resources

- Water table depth is used to measure the sustainability of water usage in the San Joaquin Valley. Groundwater depth statistics, which are reported by the California Department of Water Resources, are based on water well tests that include recordings of water depth. Only wells with at least one reading per between 2000 and 2009 were included. The San Joaquin Valley experienced a sustained drought between 2000 and 2009, resulting in deeper groundwater depth than seen in the past 10 years. However, a positive sign is that levels rose in the early part of the last decade when water was more plentiful. Rainfall increased in 2010 and 2011, resulting in significant rises in groundwater levels. There remains, however, a general trend of lower groundwater tables, indicating unsustainable long-term water use. The state trend mimics the Valley’s because a majority of the state’s groundwater is pumped in the San Joaquin Valley.
Spotlight

San Joaquin Valley Regional Broadband Consortium

In January 2012, the San Joaquin Valley Regional Broadband Consortium received funding from California Public Utilities Commission to bring broadband infrastructure to unserved and underserved communities in our region.

The San Joaquin Valley Regional Broadband Consortium (RBC) is an initiative of the California Partnership for the San Joaquin Valley and is being administered by the Office of Community and Economic Development at Fresno State with assistance from Great Valley Center in Modesto. The annual amount received is $150,000 per year for up to three years. RBC is committed to accelerating the deployment, accessibility, and adoption of broadband within the eight counties of the San Joaquin Valley.

RBC members have been gathered from public and private sectors including local government, telecommunications providers, industry associations, economic development corporations, business development centers, local educational agencies and institutions of higher education, health delivery organizations, community-based and/or nonprofit organizations, and accessibility advocates. They bring years of experience in a variety of areas that enhance the ability to meet the RBC’s major goals:

1. Expediting the provision of broadband access in all areas of the Valley
2. Promoting accessibility and utilization of broadband in targeted underserved and unserved communities and populations
3. Expanding and replicating successful model programs to increase access to broadband and Information Technology in order to bridge the digital divide
4. Accelerating deployment of broadband infrastructure through telemedicine and telehealth technology

As we move forward, yearly work will be planned in quarterly meetings which consist of breakout sessions focused on infrastructure, telehealth, and digital literacy. Meetings will rotate throughout the Valley. In addition, work groups in the focus areas articulated above will conduct meetings via conference call to guide RBC activities.

Pilot projects will be developed in the fields of infrastructure, telehealth, and digital literacy and will be designed for easy duplication by communities throughout the Valley. For infrastructure, RBC has joined with the City of Fresno’s Information Technology team, the City of Fresno’s SC2 team (U.S. Department of Energy), U.S. Department of Transportation, and U.S. Environmental Protection Agency, the U.S. Department of Agriculture — Rural Development, and Praxis Solutions, on a potential rural pilot project in the western San Joaquin Valley. This project would leverage the Valley’s agricultural industry and bring broadband to underserved and underserved areas through sophisticated farming technology. Though still in its initial phases, this project would utilize broadband-equipped water sensors to maximize water efficiency in farming, something critical to the drought-prone Valley’s long-term economic vitality.

The project also will make the case for increased water efficiency in farming as a means of reducing greenhouse gas emissions.

While still in its first six months, RBC has made tremendous strides in engaging a variety of stakeholders to begin evaluating and strategizing for increased broadband access in the Valley. Though the Valley lags behind the rest of the state in terms of broadband adoption, RBC has already begun to empower our citizenry.

In the coming years, we look forward to a digitally literate San Joaquin Valley with comprehensive broadband infrastructure and telehealth sites.
Advanced Communications Services

MISSION: Facilitate the deployment and utilization of advanced communications services and information technology throughout the region.

San Joaquin Valley Regional Broadband Consortium
Rachel Audino, Work Group Coordinator
Office of Community and Economic Development
Fresno State
Dejeune Shelton, Executive Director
Great Valley Center

Accomplishments & Impacts

ACCOMPLISHMENT
Through Valley Legacy, the Office of Community and Economic Development at Fresno State partnered with Great Valley Center (GVC) to provide digital literacy training. GVC designated its program as Valley Connect, which wrapped up with the completion of WIA in 2012. GVC, however, will continue digital literacy training through the California Connects project, a grant it was awarded which offers a multipronged approach to increasing digital literacy and broadband access for underserved communities where computer and Internet access is still limited. In addition, digital literacy training will continue through the San Joaquin Valley Regional Broadband Consortium’s Digital Literacy Work Group.

IMPACT
Valley Connect had a distinct positive impact for its targeted population of those underemployed or unemployed, low- and/or no-income in largely Hispanic communities. Many class participants, especially in Pixley and Delano, had never used a computer before training began. This experience opened their world to new possibilities and opportunities.

ACCOMPLISHMENT
The Partnership established the San Joaquin Valley Regional Broadband Consortium (RBC) through a grant awarded by the California Public Utilities Commission. RBC consists of members from the public and private sectors and is seeking to expand broadband access to unserved and underserved communities throughout the Valley.

IMPACT
In the first year of an anticipated three-year project, RBC has begun meeting with key stakeholders to develop a comprehensive infrastructure plan which will be geared to outlining strategies that provide broadband access in unserved and underserved communities throughout the Valley. RBC has three main focus areas: infrastructure, telehealth, and digital literacy. Each focus area has a work group that meets to develop pilot sites in their respective categories.

ACCOMPLISHMENT
RBC staff is working with the Strong Cities, Strong Communities (SC2) team, Praxis Solutions, USDA Rural Development, and John Deere on a rural pilot site project that would integrate broadband technology into agricultural water monitoring.

IMPACT
This project will help make a case for providing broadband access in rural areas by expanding the market to include farming enterprises (including ag parcels where there might not be residents). This project also will bolster water-efficient farming practices, which is critical in the western San Joaquin Valley.

Goals & Desired Outcomes

GOAL
Promote digital literacy to Spanish-speaking parents and rural residents.

OUTCOME
Promote opportunity for increased access to and utilization of technology in the San Joaquin Valley.

GOAL
Work with the Health and Human Services Work Group and Great Valley Center to develop a telehealth pilot project.

OUTCOME
Increase accessibility to health care (and specialists) in the Valley, particularly rural communities.

Shafter Fiber Network
City of Shafter

Showing true innovation and leadership, the City of Shafter is one of only five cities in California with municipally owned broadband infrastructure; the other four are San Bruno, Santa Monica, Loma Linda, and Burbank. Though Shafter is a strategic location for transportation and logistics firms, it became at risk of being passed over by private sector firms looking to locate industrial and distribution facilities in the San Joaquin Valley because it lacked fiber-based broadband access. Recognizing the critical role of broadband as a driver of economic development, the City took its fate into its own hands by building four miles of fiber to create the Shafter Fiber Network, which was initiated in 2006. This network was constructed to connect its municipal facilities, including city hall, the police department, courthouse and correctional facility, and the local school district — all with general fund monies. Based on the City’s calculations, the project paid for itself within six and a half years.

Later in 2012, the City intends to release a request for proposals for the construction of an 18-mile fiber loop to complete its phase II backbone infrastructure. This project will also be paid for out of its general fund. The City owns the fiber network and will invite private sector ISPs to deliver telecommunications services across the network to customers.

The efforts made by the City of Shafter serve as a prime example of how smaller cities and communities can empower themselves and drive increased economic activity. The San Joaquin Valley Regional Broadband Consortium commends the City’s efforts and looks forward to the Shafter Fiber Network’s continued success.
Integrating smart growth principles into planning is essential to the San Joaquin Valley’s progress. By creating more transportation choices, equitable affordable housing, greater economic competitiveness, and healthier, safe, and walkable neighborhoods, we are creating a smarter and more sustainable Valley. These activities are shaping future growth trends that will impact the health and prosperity of the region and the entire state of California for generations to come.

**Air Quality**

**MISSION:** Enable residents to enjoy healthy air by removing the adverse impacts of poor air quality and improving quality of life.

**THE MADDY INSTITUTE**
**Fresno State**
**Mark Keppler, Executive Director**

**Accomplishments & Impacts**

**ACCOMPLISHMENT**
The San Joaquin Valley Air Pollution Control District (District) partnered with Valley Clean Air Now to implement Tune In Tune Up (TITU) events throughout the San Joaquin Valley, which are designed to provide vehicle emissions tests and vehicle repairs to Valley residents at little or no cost.

**IMPACT**
More than 5,000 vehicles were screened and almost 2,900 vehicle repair vouchers were issued.

**ACCOMPLISHMENT**
The District continued the Burn Cleaner Program that provides incentives for Valley residents to reduce emissions from wood burning devices by replacing them with cleaner gas devices, clean burning pellet devices, or cleaner burning EPA Phase II certified wood burning devices.

**IMPACT**
This program reduces emissions from wood burning devices that are released into the Valley air and provides residents with cleaner devices for their homes.
**Goals & Desired Outcomes**

**GOAL**
Continue to promote clean energy projects.

**GOAL**
Support improved transportation mobility and goods movement.

**GOAL**
Improve public understanding of air quality issues and solutions.

**OUTCOME**
These efforts, along with the District’s regulatory program, will allow the Valley to continue to see air quality improvements.

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**Energy: San Joaquin Valley Clean Energy Organization**

**MISSION:** Promote energy-use efficiencies and adoption of clean, renewable energy technologies to ensure a reliable supply, grow the economy, and improve air quality.

**San Joaquin Valley Clean Energy Organization**
Courtney Kalashian, Associate Executive Director
Paul Johnson, President
Paul Everett Johnson & Associates

**Accomplishments & Impacts**

**ACCOMPLISHMENT**
Continued successful operation of VIEW, the local government partnership funded by Southern California Edison Company and Southern California Gas Company.

**IMPACT**
In 2011, this program resulted in kWh reductions of 7,185,695 kWh and demand reduction of 10,184 kW.

**ACCOMPLISHMENT**
Completed the Clean Energy Partnership, a regional program funded by U.S. Department of Energy through California Energy Commission and the San Joaquin Valley Air Pollution Control Board.

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**Energy Consumption**

**Kilowatt-hours per capita**

The California Energy Commission estimates annual electricity use by county, based on electricity delivered to local providers and data submitted by larger providers like Pacific Gas & Electric and Southern California Edison. Electricity consumption is calculated on a per-person basis and accounts for residential and commercial use. Per capita electricity consumption in the San Joaquin Valley has consistently been higher than in the state, as would be expected in general because of the region’s hotter summers and colder winters than California’s more populous, temperate coastline. Electricity consumption per capita has decreased by 9 percent since a recent high of 13,768 kilowatt hours per person in 2007.

**Source:** California Energy Commission

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**Air quality** is the general term used to describe various aspects of the air that plant, animal, and human populations breathe. Air quality is reported by the California Air Resources Board. Data is reported by site which is grouped into counties and air basins. Air quality standards are set at both state and federal levels. The California 8-hour ozone standard is used as the indicator for air quality. The number of days over the state standard for ozone is consistently higher in the San Joaquin Valley air basin when compared to the San Francisco air basin, and is often higher than in Los Angeles. However, the general trend is an improving air quality. From 2000 to 2011, the trend has been decreasing from a high of 192 days in 2001 to a low of 115 days in 2010. There was an increase to 131 days in 2011, although future years of data are needed to determine if this represents a change in trend.
The Recycling Build-Infrastructure-Now Coalition (Recycling BIN), which represents economic development, business, local government, and environmental organizations from throughout California, have joined together to expand the infrastructure for recycled-content manufacturing in the Golden State. Approximately 5–20% of recyclable materials collected in California remain in the state for remanufacturing. That means the majority of recycled materials is shipped to other parts of the United States or to global markets. In other words, 80–95% of our recyclable materials are leaving California, specifically to overseas markets. So, too, are our jobs, tax revenue and commerce. Additionally, when valuable materials are shipped overseas for recycling or remanufacturing, the greenhouse gas (GHG) impact is significant as the majority of the Chinese power grid is powered by dirty coal which is a huge GHG and mercury emitter. Most disturbing is that much of this contaminated air is finding its way back to the shores of California and the Central Valley through the prevailing jet streams. This is currently being validated by the San Joaquin Valley Air Pollution Control District. The Recycling BIN believes strongly that the legislative declarations through AB 341 and CalRecycle’s 75% Recycling Plan now link business creation and expansion, investment and green job creation opportunities, with materials being diverted from the landfills. As California strives to increase collection of recyclable materials as a result of AB 32 and other regulations, it should equally strive to remanufacture those recyclable commodities in California, thus creating green jobs and businesses while stimulating California’s economy. For a copy of the Recycling BIN White Paper, please go to www.greenteamsanjoaquin.com.

Sustainable Communities

Mission: Build innovative transportation systems to increase travel choices, improve mobility, bolster regional and state goods movement, improve air quality, and facilitate economic prosperity. Support and promote regional consensus on future land use through the implementation of the San Joaquin Valley Regional Blueprint Roadmap’s smart growth principles. Identify appropriate areas for growth and economic development, while protecting the natural resources and sustainability of the region.

Accomplishments & Impacts

ACCOMPLISHMENT
San Joaquin Valley Interregional Goods Movement Plan is a current planning effort that will identify a future preferred goods movement system for the Valley implemented through a comprehensive interregional strategy.

IMPACT
A steering committee was formed and met more than a dozen times during the fiscal year to define the specific project tasks and deliverables for the contract with UC Davis. A Statement of Intent brochure was developed and is being widely distributed. The brochure explains the need for the project and its objectives, and has been and will continue to be instrumental in publicizing the project. A survey has been developed; its availability will be promoted throughout the San Joaquin Valley beginning July 2012. The purpose of the survey is to determine the aspirations, challenges, opportunities, and priorities of stakeholders for the open space lands, water, and living resources in the Valley. The current first phase of the Greenprint project will culminate in the State of the Valley report being published then distributed.

ACCOMPLISHMENT
San Joaquin Valley Blueprint Integration Project is a Valley-wide program, funded through a Round 1 Prop 84 grant, to provide support to the 46 smaller Valley cities (populations under 50,000) in integrating Blueprint Smart Growth principles into their General Plans and planning policies.

IMPACT
A key focus of the Blueprint general plan program is to work with San Joaquin Valley cities and counties to update their general plans to integrate the 12 Smart Growth Planning Principles into their general plans and ordinances to address climate change; reduce greenhouse gas emissions; promote sustainability, public health, equity, resource conservation, and energy/water efficiency; increase infill, compact development, and housing affordability; revitalize urban and community centers, reduce automobile use, improve air and water quality; improve infrastructure systems, and strengthen local economies.
GOAL
Provide circuit planning assistance to San Joaquin Valley cities with populations fewer than 50,000 to update their planning documents for integration of the 12 Smart Growth planning principles. Place the tools utilized/created to provide these services into the Blueprint Planner’s Toolkit for open source use by additional agencies.

OUTCOME
Integrate the approved Blueprint Principles into general plans of the 46 cities in the San Joaquin Valley with populations fewer than 50,000, while creating planning tools that can be utilized by all agencies throughout the region and beyond. Circuit planner assistance has begun and will be ongoing through January 2013.

GOAL
Complete a comprehensive interregional goods movement plan for the San Joaquin Valley.

OUTCOME
Identify a future preferred goods movement system for the San Joaquin Valley to be implemented through a comprehensive interregional strategy including outreach, stakeholder input and cohesive implementation strategies. Approximately 60% of the project tasks and time line have been completed, with six of the nine outlined tasks either completed or under way.

OUTCOME
Expand capabilities and portfolio of members and participants of Blue Tech Valley and advance commercialization of promising technologies.

GOAL
Seek out other expansive renewable water/energy nexus, multiresource-enhancing projects that benefit the wider region.

OUTCOME
Expand 3E — economy, environment, and social equity — base for the San Joaquin Valley.

San Joaquin Valley Blueprint Integration
Fresno Council of Governments

Key Partners
Kern Council of Governments
Kings County Association of Governments
Madera County Transportation Commission
Merced County Association of Governments
San Joaquin Council of Governments
Stanislaus Council of Governments
Tulare County Association of Governments

The San Joaquin Valley Blueprint is a long-range vision for a more efficient, sustainable, and liveable future for the San Joaquin Valley (Valley). It is the culmination of the collective efforts of the eight Valley Councils of Government (COGs) to develop county-level and long-term regional growth strategies. The Blueprint includes:

1. a 2050 growth scenario diagram that identifies areas of existing development, new development, and future regional transit and highway improvements;
2. a Valley-wide average target density of 6.8 units per acre for new residential growth to the year 2050; and
3. a set of 12 Smart Growth Planning Principles. Recently, the Valley COGs have begun the Blueprint Integration Project. Similar to the Smart Valley Places program, the Blueprint Integration Project seeks to communicate the benefits of applying Blueprint principles throughout the Valley. The two programs combine to reach all cities in the Valley and will complement other local and regional planning initiatives. The Blueprint Roadmap documents and tools have been developed to help in this pursuit. These items can be found at www.valleyblueprint.org.
Spotlight

Smart Valley Places

**Sustainable Communities Initiative — Regional Planning Grant**

Smart planning for a new San Joaquin Valley

The U.S. Department of Housing and Urban Development (HUD) in partnership with the U.S. Department of Transportation and U.S. Environmental Protection Agency awarded a $4 million Regional Planning Grant to the San Joaquin Valley, funding its smart growth initiative — Smart Valley Places.

**Blueprint Principles**

Create a range of housing opportunities and choices:

- Create walkable neighborhoods
- Encourage community and stakeholder collaboration
- Foster distinctive, attractive communities with a strong sense of place
- Make development decisions predictable, fair and cost-effective
- Mix land uses
- Preserve open space, farmland, natural beauty, and critical environmental areas
- Provide a variety of transportation choices
- Strengthen and direct development toward existing communities
- Take advantage of compact building design
- Enhance the economic vitality of the region
- Support actions that encourage environmental resource management

Smart Valley Places is coordinated by the California Partnership for the San Joaquin Valley (Partnership) and driven by a compact of 14 cities from throughout the eight counties in the San Joaquin Valley, in partnership with four regional nonprofit organizations, Fresno State, the California Central Valley Economic Development Corporation, and the San Joaquin Valley Regional Policy Council, which represents all eight county Metropolitan Planning Organizations in the Valley.

The net result/outcome will be the San Joaquin Valley Regional Plan for Sustainable Development — a single integrated plan for regional growth that will guide the San Joaquin Valley for the next 20 years and beyond. Through a number of innovative components, there will be realistic, sustainable urbanization plans that bridge jurisdictions by focusing growth in the urban areas to preserve agriculture and minimize suburbanization, plus address local and regional mass transit, energy and housing issues. Additionally, through the work of the partnering nonprofit organizations, the region will benefit from the implementation of a regional plan for civic engagement to build technical understanding of smart growth and implementation capacity among local leaders, government staff and stakeholders and, particularly, low-income and minority populations.

Smart Valley Places truly is the region’s opportunity to transform itself and demonstrate that the Valley is the key to California’s healthy, prosperous, and sustainable future.

**Partners**

**Cities**

- Lodi
- Stockton
- Manteca
- Modesto
- Turlock
- Merced
- Madera
- Fresno
- Clovis
- Hanford
- Visalia
- Tulare
- Porterville
- Delano

**Community Leadership Partners**

- California Coalition for Rural Housing
- Local Government Commission
- American Farmland Trust
- Central California Regional Obesity Prevention Program
- Fresno Metro Ministries
- Center for Race, Poverty and the Environment
- San Joaquin Valley Latino Environmental Advancement and Policy Project
- Community Action Partnership of Madera
- United Way of Merced
- Community Partnership for Families of San Joaquin
- Ceres Partnership for Healthy Children
- Community Services and Employment Training, Inc.

**Regional Partners**

- California Central Valley Economic Development Corporation
- San Joaquin Valley Regional Policy Council
- Community and Regional Planning Center, Fresno State

This unprecedented opportunity provides our region with the resources necessary to create strong, sustainable communities — communities planned, built or modified to offer more transportation choices, equitable affordable housing, economic competitiveness, and healthy, safe and walkable neighborhoods — through the incorporation of the smart growth principles of the San Joaquin Valley Blueprint (Blueprint) into the planning processes, policies, and plans of the Valley’s largest cities.
Smart Valley Places Compact Cities is a network of 14 cities each with a population of 50,000 or more (federally defined urbanized areas) located in the eight counties of the San Joaquin Valley: Lodi, Stockton, Manteca, Modesto, Turlock, Merced, Madera, Fresno, Clovis, Hanford, Visalia, Tulare, Porterville, and Delano. Each city identified specific projects that were funded through Smart Valley Places, which are well under way.

Community Leadership Group

The Community Leadership Group is an ad hoc group comprising several regional nonprofit organizations dedicated to implementing a regional plan for civic engagement to build technical understanding of smart growth principles and implementation capacity among local leaders, government staff and stakeholders, particularly in low-income and minority communities. Members include the California Coalition for Rural Housing, the American Farmland Trust, Central California Urban Development Corporations, and Regional Planning Center. Recognized as the Valley’s leading experts in their fields, these organizations provide local residents, represented and marginalized populations, an expertise of the Valley’s Councils of Government, Regional Coordination

Through the coordinated participation of several regional partners, the Smart Valley Places consortium is fostering and strengthening regional relationships while identifying new partners and providing a regional voice in the process to refine a San Joaquin Valley Regional Plan for Sustainable Development. With broad participation from other regional efforts, Smart Valley Places draws on the expertise of the Valley’s Councils of Government, Economic Development Corporations, and resources at Fresno State through its Community and Regional Planning Center. Recognized as the Valley’s leading experts in their fields, these partners are critical players in leveraging the Smart Valley Places initiative to truly impact the future of the San Joaquin Valley.

Get Connected

www.smartvalleyplaces.org

www.facebook.com/smartvalleyplaces
Health & Human Services

MISSION: Achieve improved health status and well-being by promoting healthy lifestyles, nurturing safe communities, providing timely access to necessary health care and social services, and embracing the cultural diversity of the region.

Office of Community & Economic Development Fresno State
Rachel Audino, Work Group Coordinator

Accomplishments & Impacts

ACCOMPLISHMENT
The Partnership, in association with Applied Development Economics, Inc., has launched targeted industry clusters, among them Health and Wellness. This group has held meetings to facilitate discussion among a variety of health professionals in the San Joaquin Valley (Valley).

IMPACT
Potential telehealth pilot site locations in the Valley. Staff attended several forums (through the Zocalo Institute and Fresno State) that presented innovative telehealth programs and opportunities in California and beyond.

Goals & Desired Outcomes

GOAL
Distribute a targeted email to HHS members to establish a new membership list.

OUTCOME
Re-engage work group members that may/may not have been involved over the past years.

GOAL
Continue work with RBC to develop a telehealth pilot site that can serve as an easily replicable best practice for the region.

OUTCOME
Promote public health to all Valley residents, particularly those in rural areas.

GOAL
Convene HHS meetings as a forum to evaluate future areas of focus.

OUTCOME
Provide a forum to discuss relevant health and human services topics and outline strategies to improve health outcomes in the Valley.

Number of Physicians per 1,000 persons

<table>
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<tr>
<th>Year</th>
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</thead>
<tbody>
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Population Ever Diagnosed with Asthma

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<tr>
<td>2004</td>
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Violent Crime Rate per 100,000 persons

<table>
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<tr>
<th>Year</th>
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<tbody>
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<td>2008</td>
<td>4.5%</td>
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<tr>
<td>2009</td>
<td>4.3%</td>
<td>4.2%</td>
</tr>
</tbody>
</table>

Number of Physicians per 1,000 persons

| Source: California Department of Finance, Demographic Research Unit |

Population Ever Diagnosed with Asthma

| Source: California Health Interview Survey |

Violent Crime Rate per 100,000 persons

| Source: California Department of Justice |

Rand California provides data on the number of licensed primary care physicians by county. This figure was converted to a number per 1,000 persons to enable regional comparisons. The San Joaquin Valley hosts fewer primary care physicians per 1,000 residents than California, with the gap increasing since 2000. While the Valley’s rate has remained around 1.5, California’s rate increased from 2.5 to about 2.7 in 2010. Data does not indicate whether there is a supply issue if fewer doctors are looking for work in the Valley, a demand issue (fewer Valley residents regularly seeing a physician), or a capacity issue (physicians are busier in the Valley, making it more difficult to schedule an appointment).

Health Care Financial Association’s Medically Indigent Siouan.

The California Health Interview Survey, a biennial survey of health conditions and risk factors in California, asks respondents if they have ever been diagnosed with asthma. Results of the survey are reported here. The survey is conducted every two years, and as of August 2012, the results of the 2011 survey have not yet been made available. Along with the Air Quality indicator also included in this document, the San Joaquin Valley has experienced higher levels of diagnostic asthma rates than California. Rates reached 17.3% in 2009, which was 3.6% higher than the state’s asthma rate.

The number of violent crimes committed per 100,000 people is referred to as the violent crime rate. Violent crimes are generally direct crimes against other persons and include homicide, rape, robbery, and aggravated assault. Violent crime rates have been decreasing in the San Joaquin Valley, but not as fast as they have been in California. Since 2000, rates in the Valley decreased by 12 percent, compared to a 28 percent decrease in California. The most recent violent crime rate in the San Joaquin Valley (2010) is 5.72 crimes per 100,000 people, 30 percent higher than in the state as a whole.
Housing

MISSION: Increase, preserve and improve the supply of affordable and workforce housing in the San Joaquin Valley, defined as the eight-county region including Merced, Stanislaus, Madera, Fresno, Kings, Tulare, Kern, and San Joaquin.

San Joaquin Valley Housing Collaborative
Stacie Dabbs, Assistant Director
Office of Community & Economic Development
Fresno State

Accomplishments & Impacts

ACCOMPLISHMENT
Co-sponsored five Foreclosure Recovery Workshops in Bakersfield, Visalia, Fresno, Stockton, and Turlock.

IMPACT
Brought together housing counselors, social service providers, banks, mortgage specialists and other advisers to discuss what resources they can provide to help families avoid foreclosure, rebuild credit, refinance, etcetera.

ACCOMPLISHMENT
Co-sponsored a Legislative Staffer’s luncheon focused on state and federal housing resources that are available to help provide assistance to constituents.

IMPACT
Created a regional dialogue among stakeholders, policymakers, advocates, financial institutions and others regarding the state of affordable housing in the new post-redevelopment economy.

Goal & Desired Outcomes

GOAL
Secure funding to establish the position of Executive Director for the San Joaquin Valley Housing Collaborative (SVJHC).

OUTCOME
To be positioned to administer a Revolving Loan Fund through SJVHC to the region’s small cities that will struggle to continue meeting affordable housing goals in this post-redevelopment economy.

GOAL
Fill board vacancies

OUTCOME
With a full board of directors, SJVHC will represent a diversity of stakeholders from throughout the region and benefit from a wide range of perspectives and resources as we work collaboratively to address housing challenges and develop innovative solutions.

GOAL
Develop a Revolving Loan Fund.

OUTCOME
To be positioned to administer a Revolving Loan Fund through SJVHC to the region’s small cities that will struggle to continue meeting affordable housing goals in this post-redevelopment economy.

Housing affordability is measured using a calculation recommended by the National Association of Realtors: 30-year mortgage rates, average existing home sales prices, and median household income. The Center for Economic Development at California State University, Chico converted this calculation to an estimated percent of households that can afford a median-priced home. Values greater than 50 percent indicate that housing is generally affordable, while values below 50 percent indicate issues with housing affordability. The San Joaquin Valley index was calculated using only Fresno, Kern, and Merced counties since they were the only ones with reported home prices every year since 2000. Housing in the San Joaquin Valley is far more affordable than average for California, persistently so since before 2000. In 2004, housing dipped from generally affordable to generally unaffordable (below the 50 percent mark, meaning that fewer than 50 percent of households could afford a median-priced home) and remained there until 2008 when the bubble burst and home prices crashed. Staring in 2009, housing has been more affordable in the Valley than it has been in a long time. Prices recovered somewhat in 2010, leveling out the affordability trend; although home prices fell again in 2011.
By strengthening the San Joaquin Valley’s regional industry clusters, developing our workforce skills and streamlining regulation, business will cultivate, higher paying jobs will surface, and the Valley’s economy will flourish. This will take several years to come to fruition; however, by partnering with the Valley’s Central California Workforce Collaborative, the California Central Valley Economic Development Corporation, and other local, regional and statewide agencies, the Valley is positioned for success.

PreK–12 Education

MISSION: Implement policies and programs through public-private partnerships to ensure equal access to educational opportunities and resources for all children that will improve academic performance.

**Central Valley Educational Leadership Institute**
Fresno State
Walt Buster, Director
Marcy Masumoto, Project Director

**Accomplishments & Impacts**

**ACCOMPLISHMENT**
Completed two deliverables for Valley Legacy: the Workforce Investment Act grant — Sector-Based Articulation and English Learner Institutes. Pilot projects were conducted at five high schools and one adult school in these San Joaquin Valley counties: Stanislaus (three sites), Merced, Fresno, and Kings.

**IMPACT**
Established six new career education classes related to high-priority industry sectors in four high schools, impacting more than 390 students and exposing them to careers and industry representatives. Worked with teachers and leaders in two high schools and one adult school to enhance systems and instruction for more than 300 English Learner students who improved their language skills and knowledge of careers and college. Students and parents, teachers and administrators, and WIB offices and other business professionals involved with the projects were all impacted. Developed two videos and two case studies on the pilot projects to help others learn from our experiences and implement similar strategies. Please visit www.fresnostate.edu/cveli.
Goals & Desired Outcomes
The primary goal of the PreK–12 Education Work Group is to increase the achievement level of students, schools, and school districts in the San Joaquin Valley. Three objectives are ongoing to that end.

**Goal**

**Outcome**
An anticipated 500 educational leaders representing pre-kindergarten through college will gain a common message about effective leadership strategies to improve achievement/academic outcomes while supporting equitable practices for all students.

**Goal**
Continue to work in collaboration with multiple organizations in the region to provide professional development for educational leaders in high-priority/high-impact areas. Information about activities, conferences and programs offered to educational leaders throughout the Valley is located at www.fresnostate.edu/cveli.

**Outcome**
Improve the skills and abilities of educational leaders, from pre-kindergarten through college, to raise achievement and narrow gaps in achievement between subgroups and increase the number of students continuing from high school into higher education and/or careers by offering leadership development curricula ranging from mentoring and coaching to two-year programs.

**Goal**
Support the work of Fresno Compact in the development of Fresno Area Strive, a cradle to career partnership in the Fresno area which supports students and families across the continuum and monitors areawide progress. Members of Fresno Area Strive include Central Unified School District, Clovis Unified School District, Fresno Unified School District, and Sanger Unified School District.

**Outcome**
The needs of students in the four Fresno area school districts will be better met and lead to greater likeliness of success with clearly defined areawide indicators of success for schools serving students across the continuum and agreed-upon high leverage.
We are Valley Legacy

Workforce empowerment for the San Joaquin Valley

The California Partnership for the San Joaquin Valley (Partnership) in fall 2009 was awarded $2 million dollars in funding through Workforce Investment Act (WIA) Discretionary Funds to conceptualize, plan, and implement a demonstration project that encompassed five deliverables aimed at preparing the San Joaquin Valley’s (Valley) future workforce for high-wage, high-demand jobs in five targeted industry sectors: Agribusiness, including food processing and biotechnology, Water technology, Renewable energy, Manufacturing, Logistics/Distribution.

Investment Act (WIA) Discretionary Funds to conceptualize, plan, and implement a demonstration project that encompassed five deliverables aimed at preparing the San Joaquin Valley’s (Valley) future workforce for high-wage, high-demand jobs in five targeted industry sectors: Agribusiness, including food processing and biotechnology, Water technology, Renewable energy, Manufacturing, Logistics/Distribution.

This is Valley Legacy — to better align the region’s K–12 system, higher education, and workforce investment board systems to create a seamless, multigovernment, multisector network focused on the development of a better prepared workforce for high-growth, targeted industry clusters by developing the following programs:

1. Sector-Based Articulation
2. Basic Education Proficiency:
   - English Language Institutes
   - Digital Literacy Training
3. Entrepreneurship Centers and Development
4. Green Workforce

With the support and guidance of eight Central Valley Workforce Investment Boards (WIBs), 11 program sites were established; 1,200 participants were served including 380 WIA-enrolled clients. The temporal constraints on a two-year project made it difficult to adequately assess the project’s impact on local employment rates; however, there were lessons and experiences to be gleaned from the implementation of these projects.

Implementation Experiences and Lessons

Valley Legacy involved a significant collaborative effort that involved educational, nonprofit, and for-profit organizations which were essential for developing each respective program. Each program involved a large number of collaborators and contributors, which resulted in multifaceted and rich programs established in geographically diverse locations across the Valley. Several lessons were evident through the implementation of the project. First, establishing and maintaining partnerships was critical to the success and sustainability of these projects. Second, successful startup, development, and design were largely based on the identification of necessary project champions and the utilization of existing, although perhaps underutilized, resources. Finally, nearly all of the project directors indicated that understanding local WIB eligibility and reporting requirements was critical to implementation.

Project Impacts and Achievements

Valley Legacy, although short in tenure, did leave behind a legacy in the Valley. More than 1,200 Valley residents participated in Valley Legacy-funded learning opportunities, yet organizations were transformed as a result of the projects conducted. Capacity building that resulted from the grant activities, particularly in the area of the English Language Institutes and sector-based articulation programs, have changed how participating organizations previously saw the role and potential of their English Language Learners and the technical education programs, respectively, which embodied the ideal of human capital-driven community development that were the recommendations of previous WIA evaluators (Campbell, Lemp, & Treiber, 2006). This project went well beyond the simple matching of clients with careers building capacity within systems.

All of the projects touched individual participants on a personal level, improving the lives of those that took part in each of the projects. Valley Legacy exceeded the projected number of WIA-eligible participants, as well as serving a significant number of ineligible participants. Participants walked away with skills that exceeded basic job hunting and resume building skills typically taught in workforce development programs. While critical, participants had the opportunity to build skills that would serve them for the long term, such as the Digital Literacy project’s goal to give participants access to the Internet by both building practical skills (e.g., online banking, job searching), providing avenues to access the required equipment, and training local community members to provide troubleshooting and technical support services.

Sustainability

All of the programs that were established by Valley Legacy developed sufficient infrastructure, grew capacity, or secured additional funds and/or support to continue to serve participants at the current rate. Each of the projects exceeded the WIA-eligible participant targets, indicating there is a great need for the services that were augmented or developed as a result of these projects. Furthermore, many of these project sites were developed in areas where resources are scarce and need is high. Now that these programs are established, the allocation of additional resources would augment existing programs and expand offerings to more participants.

We have come to the close of what is hopefully the beginning of new directions for the 1,200 Valley residents who were impacted by the training they received, the connections they made and the experiences they will put to use.
Higher Education & Workforce Development

MISSION: Expand higher education opportunities and develop the workforce preparation infrastructure to support sustained, long-term economic vitality.

Higher Education

Central Valley Higher Education Consortium
Fresno State
Barbara Hinoe, Executive Director

Accomplishments & Impacts

Implementation of Degree Completion Initiative with the objective to increase completion and success rates, coordinate mechanisms for effectiveness and efficiency, and provide for regional collaboration among colleges and universities.

CVHEC facilitates and coordinates workshops bringing faculty and administrators together from Central Valley community colleges and K-12 districts to align curriculum, identify college-readiness achievement, and coordinate readiness assessment, through adoption of the Early Assessment Program at both levels, leading to successful transfer and degree completion. Professional development activities are made available to faculty. CVHEC is involved in policy change activities at local and state levels; champions policymaking processes; and facilitates the piloting of regional reform efforts focused on improving California K-14 education policies.

CVHEC’s Central California Community Colleges Committed to Change (C6) was awarded a Trade Adjustment Assistance Community College and Career Training (TAA/CCCT) grant from the U.S. Department of Labor in the amount of $19.9 million.

Educational attainment is the highest level of education attained by individuals living in the region. The American Community Survey collects data annually for counties with more than 65,000 people. Also, the California Post-Secondary Education Commission has recorded the total number of college degrees conferred in each county. Educational attainment in the San Joaquin Valley is far below the state level when measuring the percent of population age 25 and over that has at least a bachelor’s degree. In 2010, only 16.1 percent had at least a bachelor’s degree compared to 30.5 percent statewide. The number of degrees conferred in Valley colleges increased from 17,472 in 2000 to 24,694 in 2009, an increase of 41.3 percent. In this same time period, the Valley population increased by 21.2 percent. The fact that educational attainment has not kept up indicates that many graduates are leaving the area and not applying their talents in the Valley.

Accomplishments & Impacts

Goal
Continue efforts of CVHEC C6 members to implement the TAACCCT grant.

Outcome
Provide training to the region’s unemployed with an objective to reduce joblessness and improve economy. The second year of the grant will allow each college to design and implement high-quality training programs for individuals and industry partners. Capacity and sustainability in training programs will be expanded by duplicating these model programs within CVHEC. The model programs are designed to improve retention and achievement rates and to reduce time to completion.

The guiding principles

1. integrated program design
2. cohort enrollment
3. block scheduling
4. compressed classroom instruction
5. embedded remediation
6. increased transparency
7. transformational technology
8. innovative student support services

Goal
Continue degree completion and policy implementation efforts.

Outcome
Provide additional workshops which will bring together community college and four-year university faculty to implement additional transfer degrees that require no more than 60 units at the community college level and no more than 60 units at the university level, resulting in bachelor degrees requiring a maximum of 120 units. This results in students experiencing a clear, efficient transfer process and completing degrees in a shorter time period.

Goal
Continue increasing awareness and support for CVHEC.

Outcome
Enhance position of CVHEC as a respected and valued authority on higher education, not only in the Central Valley but across the state. Serve as an advocate for higher education to express support for continued funding for higher education, creating seamless pathways from high school to community college to four-year institutions, and implementing recommendations by the student task force to increase the success rate at community colleges.

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“This grant is a game changer for higher education in the Central Valley.”

—Dr. Frank Gornick

Central California Community Colleges
Committed to Change Consortium (C6)
West Hills Community College District

Key Partners
San Joaquin Delta College
Merced City College
State Center Community College District
Fresno City College, Reedley College
College of the Sequoias
Kern Community College District
Bakersfield College, Cerro Coso Community College, Porterville College
West Hills Community College District
West Hills College Coalinga
West Hills College Lemoore

A group of 11 Central Valley community colleges and one college center have been awarded a $19.9 million federal grant to help train the unemployed in new careers.

West Hills College is the lead college of the C6 Consortium project—a regional, Valley-wide effort to improve and promote systemic transformation and community college capacity-building to meet industry needs while accelerating learning and improving retention and completion rates.

“This grant is a game changer for higher education in the Central Valley,” said Dr. Frank Gornick, chancellor of West Hills Community College District. “Over the next three years, this grant will allow us to focus on raising standards, increasing student success and changing education practice and policy throughout the state,” Dr. Gornick said.

The Valley was chosen to serve as a model within the state because of the prior work of the Central Valley Higher Education Consortium and the commitment of our Valley community colleges, state colleges and universities to increase student success and to change state and local policies that have a direct impact on student participation rates in higher education.

“The C6 Consortium will provide hands-on instruction and workforce development to help displaced workers in 16 counties quickly move from training to degree to work in areas that are in demand, such as agriculture, manufacturing, health care, and alternative energy,” said Jack Scott, California Community Colleges Chancellor.

According to U.S. Secretary of Labor Hilda Solis, the money will enable community colleges, employers and other partners to prepare job candidates for new careers in high-wage, high-skills fields, including advanced manufacturing, transportation and health care occupations.

Workforce Development

Central California Workforce Collaborative
Blake Konczal, Executive Director
Fresno Regional Workforce Investment Board

Accomplishments & Impacts

ACCOMPLISHMENT
Implemented the second increment, $3,435,544, of the Regional Economic Impact National Emergency Grant, awarded in March 2010 to CCWC, a consortium of nine Workforce Investment Boards in the Central Valley. Continued to provide re-employment and training services for high-demand, high-wage industries to displaced workers in the Central Valley.

IMPACT
Displaced workers (both unemployed and underemployed) in San Joaquin Valley counties, which have some of the highest unemployment rates in the United States, have been given access to vocational training and placement services in high-demand, high-wage industries as a result of additional training resources made available through the collaborative efforts of CCWC. In return, essential high-demand, high-wage industries will benefit from a better trained workforce, which strengthens the ability of these industries to survive the economic downturn – and grow when it’s over. Funding will help workers prepare for careers in growing areas of the regional economy including agribusiness, renewable energy, logistics/distribution, health care, and advanced manufacturing.

ACCOMPLISHMENT
This valuable work was made possible by CCWC partnering with the Partnership to obtain the Workforce Investment Act (WIA) Discretionary Funds award of $2 million, received in 2009.

IMPACT
Eleven program sites were established; 1,200 participants were served including 380 WIA-enrolled clients. The temporal constraints on a two-year project made it difficult to adequately assess the project’s impact on local employment rates; however, there were lessons and experiences to be gleaned from the implementation of these projects.

GOAL
Replace the State of California Job Training Automation (JTA) system, used by all WIBs to transmit client and performance data on WIA clients to the state for bundling and transmittal to the U.S. Department of Labor.

OUTCOME
The California Employment Development Department is in the process of replacing JTA with Virtual One-Stop (VOS) and implementing it as the new statewide system.

ACCOMPLISHMENT
CCWC was awarded a $200,000 Regional Industry Clusters of Opportunity Grant to work with the health care industry, to identify and implement strategies and solutions to address their most critical workforce and economic development needs. Meetings were conducted across the Central Valley’s 14-county region with hospitals, clinics, long-term skilled living facilities, WIBs and training providers to prioritize industry needs. Based on these meetings, an innovative new graduate nurse internship training program was piloted.

IMPACT
Unlike other regions in California, the Central Valley has few real industry sectors. One of the most promising is health care. It is important that this sector is sustained and cultivated as it’s one of the few in our region. High-level planning was conducted between the CCWC WIBs and business leaders in the health care industry. This cross-pollination will allow for creation of better industry aligned training and the referral of more qualified job candidates.

Goals & Desired Outcomes
GOAL
Develop a CCWC Regional Plan to further regional cooperation and improve services to residents in the 14-county area. CCWC has contracted with the Council for Adult and Experiential Learning to develop the plan.

GOAL
Guide future decisions and priorities of the CCWC, which includes: bolstering external funding streams; sharing of best practices among Local Workforce Investment Areas (LWIA) and the respective one-stop operations; creating a strong, coordinated voice; influencing policies and regulations that affect LWIAs and the region’s workforce; forging additional partnerships; leveraging resources and improving innovation; and creating a stronger region. Plan will in no way reduce the autonomy and decision making powers of individual LWIAs.

GOAL
Implement requirements mandated by SB 734, 25% Training Set Aside Law. LWIAs must spend 25% of available federal funds on workforce training programs for adults and displaced workers in a manner consistent with federal law.

GOAL
Ensure that a greater percentage of funds statutorily being directed toward client training are done so in a manner most effective for CCWC’s 14-county area unemployed and underemployed clients.

If an LWIA does not meet the expenditure requirement, it will be required to provide the California Employment Development Department with a corrective action plan and could be rendered ineligible to receive certain discretionary funding.

Employment%
Before the recession, employment growth in the San Joaquin Valley outpaced state growth every year from 2001 to 2008. Employment growth numbers show that the Valley may have entered the recession later than the state because the Valley still showed employment growth through 2008. Valley employment fared better than the state for those in the state. As with the state, job growth began again in 2011 but at a slower pace than the state for the first time since before 2001. The slower recovery in the Valley shows that local job generation is not keeping up with the state.

Unemployment%
The unemployment rate is unemployment divided by labor force. Unemployment is the estimated number of people who are actively seeking work and are not working at least one hour per week for pay and who are not self-employed. The labor force is the number of unemployed plus the number of people with jobs. Data is estimated at the place of residence and reported by the California Employment Development Department (EDD) primarily from data collected by the U.S. Current Population Survey (CPS). The San Joaquin Valley unemployment rate remained much lower than the state through the past recession, rising dramatically after 2008, but falling again after 2011. Still, the unemployment rate remained above 16 percent in 2011. The differential between the state’s and the Valley’s unemployment rates increased during the recession, from a 3.0 percentage point difference in 2000 to a 4.6 point differential in 2011.

Employment in the San Joaquin Valley.

Number of People Employed

Unemployment
Public Infrastructure Investment
Workforce Investment Board of Tulare County

Key Partners
Central California Workforce Collaborative
Fresno Regional Workforce Investment Board
Kings County Job Training Office
Employers Training Resource-Kern,
Inyo and Mono Counties Consortium
Madera County Workforce Investment Board
Merced County Department of Workforce Investment
Mother Lode Job Training
County of San Joaquin Employment and Economic Development Department
Alliance Worknet of Stanislaus County

The Central California Workforce Collaborative (CCWC) is a consortium of nine Local Workforce Investment Areas (LIWAs) which cover 14 counties in California’s Central Valley and Sierra Region. In May 2010, a Regional Economic Impact National Emergency Grant (REI NEG) totaling $8,167,664 was awarded to CCWC by the U.S. Department of Labor. Funds were awarded in response to the economic development and are being used to provide job training and work experience as well as other Workforce Investment Act services to more than 1,300 people in the region. A portion of the grant funds was reserved for a planning component to create a regional workforce development plan for public infrastructure investment.

Public infrastructure investment is the focus for the planning component portion of the grant. An economic analysis was conducted which documented where and when the investments are planned, provided details on the workforce in each of the LIWAs, and listed occupations and associated training programs in the region. The study found that $36.6 billion is budgeted for public infrastructure investment through 2020. Using the information gathered in its Economic Analysis, CCWC created a workforce development plan relating to public infrastructure investments. The plan details how CCWC member LIWAs can coordinate with public agencies as well as economic development organizations and educational institutions to ensure that the Central Valley has a prepared workforce to meet the needs of the infrastructure projects.

Economic Development

MISSION: Implement creative and collaborative solutions to regionwide infrastructure challenges, focus on the growth of target industries with comparative advantages, and promote the region as a business and tourist destination.

Accomplishments & Impacts

ACCcomplishment
San Joaquin Valley Comprehensive Economic Development Strategy (CEDS) approved and finalized by California Central Valley Economic Development Corporation (CCVEDC) Strategy Committee and U.S. Economic Development Administration (EDA).

IMPACT
CEDS will analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources.

ACCcomplishment
Established and promoted regionwide incentives.

IMPACT
CCVEDC marketed incentives to more than 2,500 brokers through its electronic newsletter and at six trade missions — Southern California, the Bay Area, New York, the Chicago Society of Industrial and Office Realtors Convention, Phoenix, and Sacramento; and to 836 businesses through industry direct marketing and the WestPack Anaheim Trade Show. The five industry sectors (see list below) were used to design the outreach strategy for trade show attendance, broker visits and support provided to the various Partnership work groups.

ACCcomplishment
Aligned regionwide economic development efforts to support target industry clusters:
1. agriculture, including food processing, agricultural technology, and biotechnology
2. manufacturing
3. supply chain management and logistics
4. health and medical care
5. renewable energy

IMPACT
Research funded and posted on a daily basis, new industry-related articles and press releases by sector on www.centralcalifornia.org. As part of CCVEDC’s outreach efforts, a BioTech Industry in Central Valley white paper, highlighting companies, education courses and an overview of the industry was provided to brokers, companies and Valley Legacy (WIA) partners. Target industry information and resources also was provided to WIA partners for curriculum.

Goals & Desired Outcomes

GOAL
Continue to market the Central Valley to brokers and industry, through a program of broker missions, trade shows and industry contacts.

OUTCOME
Facilitate new jobs and investment for the region.

GOAL
Establish the regional Economic Development District (EDD) for the San Joaquin Valley.

OUTCOME
Once EDD is established, seek federal funding to help the cities and counties of California’s Central Valley develop infrastructure projects to accommodate and facilitate desired growth.

GOAL
Identify and secure funding for target industry marketing and development.

OUTCOME
Increase efforts throughout the Central Valley to advance identified target industries to capture jobs and investment.
The Office of Community and Economic Development (OCED) at Fresno State, Secretariat of the Partnership, is an on-campus division dedicated to aligning the university’s intellectual capacity and innovation-driven economic development initiatives to improve the competitiveness and prosperity of the region. It does so through a variety of ways including: economic development innovations, community development, and connecting the University and the community. In doing so, OCED is able to leverage the Partnership for greater regional benefit.

San Joaquin Valley Rural Development Center

Administration
The San Joaquin Valley Rural Development Center (RDC) coordinates with the Partnership on important rural issues and communicates Partnership activities to the region’s small cities and unincorporated communities. RDC officially opened on Feb. 25, 2011, and was formalized on Aug. 1, 2011, when the full-time director was hired. The director oversees RDC’s daily administration, coordinates marketing, and plans sustainability, and reaches out to the region’s rural communities. RDC is supported by the Fresno State Office of Community and Economic Development (OCED) through the assistance of the project manager, finance director and research assistant. Under the leadership of the RDC director, the four-person team executes RDC’s service agreements. RDC has more than 40 consortium partners that continue to commit time, resources and expertise to the advancement of rural communities in the region. The RDC director coordinates the provision of technical assistance from consortium partners to rural communities, which often includes organizing site visits, facilitating meetings with funding agencies, participating in governance meetings, identifying and researching grant opportunities, and assisting with the implementation of project activities. As of Aug. 1, 2012, 20 rural cities, 10 rural special districts, 16 rural nonprofits, and 1 tribe had received technical assistance from RDC.

Small Communities Network
The Small Communities Network (SCN) is designed to bring together representatives from the rural communities throughout the San Joaquin Valley (Valley). SCN facilitates quarterly regional workshops, webinar trainings, and daily informational emails to its members. SCN serves as an optimal medium for distributing information about available RDC services to the region’s rural communities. RDC and SCN have partnered to deliver 16 training sessions to rural communities in the Valley.

As of Aug. 1, 2012, 20 rural cities, 10 rural special districts, 16 rural nonprofits, and 1 tribe had received technical assistance from RDC.
Marketing/Communications
RDC’s logo and marketing materials were officially introduced to the regional community during the California Partnership for the San Joaquin Valley Annual Summit in Bakersfield, Calif., on Oct 7, 2011. The RDC website is currently being developed by Bertz-Rosa | Strategy & Creative. Since February 2011, 60 presentations regarding RDC services, initiatives and partnerships have been made to regional stakeholders throughout the San Joaquin Valley. The RDC director became a member of the steering committee for an U.S. Environmental Protection Agency grant project being conducted by the Center for Disadvantaged Community Water Assistance at Fresno State. Its purpose is to secure safe drinking water for disadvantaged communities in the Tulare Lake Basin. The RDC director participated in the 2012 E. Kika De La Garza USDA Fellowship in Washington, D.C.

Sustainability
RDC relies on various sources of funding to sustain its activities. Grants, both federal and foundational, comprise most of the RDC’s operational funding. A small portion of the operating budget is made possible by revenue-generating service agreements.

U.S. Economic Development Administration—Economic Adjustment Assistance
September 1, 2011 – November 30, 2012
OCED was awarded a U.S. Economic Development Administration—Economic Adjustment Assistance grant in the amount of $250,000 over 15 months. These funds have made it possible for RDC to update its fact sheet which is used to market its services to the region’s rural communities. A portion of the funds will help with the construction and maintenance of the RDC website as well as support the administrative, marketing, and outreach efforts of RDC.

USDA Rural Community Development Initiative
October 1, 2011 – September 30, 2013
In conjunction with the California Coalition for Rural Housing, RDC is implementing a capacity development project to enhance the economic development and housing aptitude of representatives from 13 rural recipient communities. The three-phase project consists of conducting economic development and housing assessments, facilitating training to mitigate capacity shortcomings, and applying training to actual community projects in these two areas. RDC receives $75,000 for a two-year period.

San Joaquin Valley Regional Broadband Consortium
January 1, 2012 – December 30, 2014
California Public Utilities Commission awarded OCED $448,000 over a three-year period to administer the San Joaquin Valley Regional Broadband Consortium, which works to expand broadband usage in the region’s rural communities. RDC has begun to catalog the availability of broadband access in the region’s rural communities, as well as obstacles, programs and pending projects. RDC is assisting with the implementation of various broadband rural pilot sites.

RDC Service Agreements
In November 2011, RDC began offering service agreements which provide affordable grant writing services and customized technology training to rural communities in the San Joaquin Valley. Accessible grant writing services help rural communities acquire funding for essential community projects. The goal is to make these services accessible while simultaneously building local grant writing capacity within rural communities, by working closely with at least one community representative during the provision of grant writing services. This process is developing local grant writers and eliminating the need for rural communities to contract for these services. Similarly, customized technology training services provide rural community residents with the skills they need to enhance the capacity of their local nonprofit organizations. As of Aug. 1, 2012, service agreements have generated $8,350 of total revenue for RDC.

University of California, Merced Small Business Development Center Network
The University of California, Merced Small Business Development Center (UCM-SBDC) Network, hosted by UC Merced, provides business assistance in Central California that covers a geographic area of 51,000 square miles spanning from the Eastern Sierras to the Central Pacific. The counties represented in the San Joaquin Valley are: Fresno, Kern, Kings, Madera, Merced, Tulare, and Stanislaus.

Central Valley Business Incubator Small Business Development Center (CVBI-SBDC), California State University, Bakersfield-Small Business Development Center (CSUB-SBDC), and The Alliance in Stanislaus County-Small Business Development Center (Alliance SBDC) are hosts for the program to deliver SBDC services. The mission of the UCM-SBDC provides entrepreneurs and small businesses with high-quality education, consulting, support for innovation, access to information and tools necessary to build successful, sustainable businesses.

UCM-SBDC experienced an extraordinary year, acquiring additional financial resources, an innovative energetic SBDC network and new partnerships. For the 2011–2012 reporting period, San Joaquin Valley service centers provided assistance to more than 2,000 clients, started 148 businesses that resulted in 809 jobs and gained an additional capital infusion of $17,502,154. UCM-SBDC received an exceptional re-accreditation report from the review team which recommended full accreditation and no conditions, plus two commendations. In addition, CVBI-SBDC was recognized during the U.S. Small Business Administration’s Small Business week, receiving the 2012 California SBDC Service Center for Excellence and Innovation Award.

A regionwide initiative to integrate innovation and technology assistance into the core services for clients is being pursued. UCM-SBDC leadership is developing more programs and outreach activities for existing businesses, and for assistance with the commercialization for technology transfer.

CVBI-SBDC, CSUB-SBDC, and Alliance SBDC are implementing plans to prepare for a Small Business Technology Development Center (SBTDC) designation which will enhance the program’s services in the following core competency areas:

1. Technology Transfer/Commercialization
2. R&D Funding
3. IP Issues
4. Technology Networking/Resource Identification
5. Alternative Financing
California PartnershiP for the san Joaquin Valley

The Partnership from UC Merced and Fresno State. Aviation and Economic Development, with collaborative assistance, and recruitment of investment capital. CVT iHub is co-administered by the Central Valley Business Incubator (CVBi) and the Merced County Department of Commerce, Aviation and Economic Development, with collaborative partnership from UC Merced and Fresno State.

Blue Tech Valley

It supports innovative expansion, growth of startups and tech commercialization through the sharing of best practices, facilitation of resources, provision of technical assistance, and recruitment of investment capital. CVT iHub is designed to leverage assets, such as technology incubators and universities, to provide an innovation platform for startups, industries, and investors to collaborate.

Cal Valley Tech iHub

The Cal Valley Tech iHub (CVT iHub) is one of only 12 iHubs in California and the only one with a focus on agriculture, clean energy, and water. CVT iHub is designed to leverage assets, such as technology incubators and universities, to provide an innovation platform for startups, industries, and investors to collaborate.

Water University

Fresno State was recognized by National Geographic in June 2012 as one of three universities in the nation that has made water research and technology its priority. Fresno State administration knows that water is a foundational Valley issue and is in the process of hiring eight new faculty members with expertise in water. Each new water faculty member will be assigned to one of the university’s eight colleges and schools. Claude Laval, founder of LAKOS Separators and Filtration Systems — a world leader in filtration solutions, has pledged $300,000 to support initial research efforts by the new faculty. Fresno State is in the final approval process of developing an online Professional Science Masters of Water Resources Management degree program. Campus-based research addresses a wide range of issues, including water use efficiency in agriculture and urban settings, integrated regional water management planning, and water needs of disadvantaged communities. Fresno State is the lead for the Water Resources Policy Initiative, a statewide effort that convenes water experts from all 23 California State University campuses.

Funding

During spring 2012, the Secretariat collaborated with several regional partners in efforts to sustain CVT iHub activities, submitting three competitive grant applications:

1. the EDA University Center
2. EDA-USDA Rural Jobs and Innovation Accelerator
3. EDA i6 Challenge programs

Vision Statement

Connect. Collaborate. Advocate.

A number of years ago, those instrumental in developing the concept of the California Partnership for the San Joaquin Valley (Partnership) were faced with the question, “How do we build a common, sustainable regional action agenda that links business, government, philanthropic, educational and community-based organizations?” They answered that question with the framework for the Partnership that included 10 working groups, a geographically diverse and multisector board, and a Strategic Action Plan (SAP) that set out a 10-year work plan of goals and objectives to improve the quality of life in the San Joaquin Valley.

This concept was well thought out and inclusive. Since its creation in 2005, the Partnership has seen a change in Secretariat leadership, several changes in board membership and a change in State Administration. Nevertheless, the Partnership has maintained its focus and remains steadfast in its commitment to connecting resources, collaborating with partners, and advocating for change in the San Joaquin Valley. Much of the credit for this continuity of focus goes to that solid original framework.

In the past seven years, the question has shifted from “how” to “why?” Why do we have a regional action plan? Why should I (we) be involved in a regional effort? I hope that this annual report answers that question. We do this work to eliminate redundancies and inefficiencies by CONNECTING our partners to the great work being done by other partners. We do this work to create better understanding between government, private business, and other nongovernmental agencies through COLLABORATION that will bring prosperity to the entire region. We do this work to provide a common voice that ADVOCATES and advances the interests of the Valley. In this annual report you can read...
about the great work achieved during the past year by the Partnership, the work groups, and our many partners from throughout the region.

I am encouraged by the numerous opportunities afforded the Valley through the efforts to work regionally. I see collaboration by all of the work groups in one way or another. Workforce Development, Economic Development, Sustainable Planning, Advanced Communications Services, Health Care, and Energy have had projects that required cross-collaboration, much of which was highlighted in the Regional Economic Summit conducted by the Partnership in Fresno, on March 29, 2012. The Action Plan developed through the Summit process can only be successful if all sectors of the Valley work in common.

In terms of sustainable planning efforts, the San Joaquin Valley Regional Policy Council (RPC) is working on an Interregional Goods Movement Plan that will connect economic development, environmental, and transportation projects. The Partnership and Great Valley Center (GVC) created the San Joaquin Valley Broadband Consortium, a collaboration of educational institutions, cities, counties, and private sector representatives to encourage broadband expansion in underserved and unserved areas. The Water Work Group expanded to include a supervisor from each county to meet with the Delta County Coalition for an unprecedented dialogue on the future of Valley water needs.

In job development, RPC and Central California Workforce Collaborative (CCWC) combined efforts on a study to identify workforce needs that will be generated by $36 billion of public infrastructure work over the next 10 years. The California Central Valley Economic Development Corporation (CCVEDC) has completed the process for the San Joaquin Valley to be designated as an Economic Development District (EDD). This designation will allow for regional capital improvement funding from the Economic Development Administration (EDA). The projects identified in the RPC Interregional Goods Movement Plan will likely benefit from this designation. The Partnership working with CCVEDC, CCWC, health care providers and RPC completed a Regional Industry Cluster Analysis (Analysis) that identified industry clusters by county and provides information on supply gaps for business startup and attraction opportunity. The Analysis will provide a focus for economic development, workforce development, education, and sustainable planning in the years to come. The industry clusters are: Value Add Agriculture, Energy, Water, Logistics, Health Care, Manufacturing, and Construction. As an added bonus, C6 — Central California Community Colleges Committed to Change Consortium — was awarded a $19.9 million grant to provide pathways for the unemployed that will prepare the future workforce in the clusters.

In terms of sustainable planning efforts, RPC, working with the San Joaquin Valley Rural Development Center, and the Partnership through Smart Valley Places, is connecting the rural sustainable planning needs with the urban efforts. Smart Valley Places and RPC held a joint convention in Modesto in May. Smart Valley Places continues to collaborate on sustainable planning and community engagement in the 14 partner cities while coordinating with the RPC’s Blueprint Integration Project in the rural areas. Additionally, RPC is undertaking a Greenprint Project to address urban sprawl and conservation of farm land.

Valley partners continue to engage in outreach and advocacy efforts to Sacramento and Washington, D.C., to advance the interests of the region as a whole. The Partnership was instrumental in including Valley issues in the State Economic Summit in Santa Clara in May. Led by Pete Weber, the Partnership was insistent on including issues of high importance identified in the Regional Summit, such as water storage and delivery. Of all 14 California regions, the San Joaquin Valley was second only to the Bay Area in representation at the State Summit — a fact not lost on its leadership.

The Partnership has established itself as an important entity to CONNECT, COLLABORATE and ADVOCATE for the Valley. The Partnership has the ear and respect of state and federal government which allows for advancement of Valley issues, interests and concerns. The Partnership’s holistic view allows for common partners from all sectors to come together for more opportunities to collaborate. The question about the need for a regional Partnership is not "why," but "why not?"