



San Joaquin Valley Regional Industry Clusters Initiative (RICI)

Summary of Cluster Champions Meetings

February 19th - 21st, 2013

INTRODUCTION

This document contains a summary of three meetings with industry cluster champions convened by the Office of Community and Economic Development (OCED), California State University Fresno as the next stage of implementation for the San Joaquin Valley Regional Industry Clusters Initiative (RICI). The purpose of the meetings was to:

- Review the key findings and recommended actions contained in the 2012 *San Joaquin Valley Regional Industry Cluster Analysis and Action Plan* (see below for link to the report).
- Identify, refine and update priorities for 2013 implementation, both cluster-specific and those shared across the clusters; and,
- Discuss and strategize on how the cluster champions would like to proceed.

The intention of this effort is to support and leverage existing partners and efforts, identify value-added approaches, help partners and champions address shared regional issues and opportunities, and provide logistical and policy resources for the clusters as needed. This includes continuing the convening process, advancing key initiatives, and connecting cluster priorities with the California Partnership for the San Joaquin Valley, which OCED manages, and other strategic partners, policymakers, and initiatives.

More than 100 partners and champions participated in the meetings. The three meetings were:

- Logistics and Public Infrastructure Clusters (February 19th, 2013)
- Agriculture, Energy, Manufacturing, and Water Technology Clusters (February 20th, 2013)
- Health and Wellness Cluster (February 21st, 2013)

An individual summary is provided for each of the three cluster meetings. They include identification of specific priorities of focus for the coming year that are cluster specific and shared across the clusters, and next steps, including the process for continuing collaboration with and engagement of partners, especially the private sector.

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CROSS-CLUSTER PRIORITIES

The three cluster summaries provide information on priorities within and across the clusters, from the viewpoint of each cluster convening. Below is a summary of several themes and priorities that were common across all of the clusters and represent an opportunity to get efforts to scale and impact.

- There are many assets in the Valley, including partners, initiatives and innovative models.
- There are many disparities between the Valley and other areas (and within the region, especially in rural areas), including health status, infrastructure conditions, levels of investment, educational attainment and skills levels, air and water quality, and so forth.
- There is a strong connection across all the clusters, with an important nexus related to sustainability, including agriculture, air quality, water quality and use, energy, infrastructure, broadband technology, regional planning and land use, and health.
- There is a large amount of expenditures on goods and services purchased from outside the region that represent an opportunity for economic investment and job creation in the Valley (“leakage” targets), by closing supply chain gaps.
- Increased and Innovative regional investment strategies, partnerships and financing streams are needed to meet the demands and requirements for infrastructure of all types, education and workforce initiatives, air quality targets, and many other initiatives, including the implementation of the Affordable Care Act (ACA) in 2014. The Valley needs to make the case the regional investment, and be well prepared for public/private sector partnerships.
- Policy reform is needed in several areas.
- The clusters should connect better with the innovation assets of the universities and colleges, for information, technologies and practices that will contribute to regional solutions, create entrepreneurship opportunities, and develop a home grown and skilled workforce.
- Education and skills building and upgrading are an issue across all clusters, with shared needs for workforce skills gap analyses, career pathways, mentoring, internships and partnerships.
- Broadband and telecommunications are a critical infrastructure across all the clusters, with an associated need to develop technology-based workforce skills. This area can be a catalyst.
- Collaboration is foundational to success.
- Advocacy for the Valley is a high priority, with leaders and communities speaking as a unified voice. Education is needed for communities and decision makers on many policy issues. The clusters should develop the data and identify the metrics and prospective outcomes for improved regional prosperity, sustainability and opportunity.

NEXT STEPS

There was general agreement that additional work is required to refine a more focused set of priorities for 2013, building on the input from the meetings. Some of this will happen within clusters where there is already an organized process and organizational capacity, and some will be through the continuation of the RICI convening process, in some cases through follow up in work groups that will be formed to bring recommended next steps and action back to their cluster groups. Cluster champions discussed various approaches for convening partners and stakeholders within the three cluster groups on a periodic basis, such as quarterly, to share information and work on shared cross-cluster and regional strategies, as well as to convene champions across all the clusters.

The participants generally agreed it is important to keep the momentum going and convene the clusters within the next few months, reaching out to additional stakeholders, especially the private sector, and working on bringing more refined action plans back to the cluster champions.

This effort will feed into the San Joaquin Valley Regional Economic Forum to be held April 26, 2013 in Fresno, which will in turn help advance regional priorities for the statewide economic forum to be held at the end of 2013. Last year's Economic Summit was focused on the Agriculture Value Chain and linkages across the clusters, which informed the Cluster Action Plan.

For the 2012 *San Joaquin Valley Regional Industry Cluster Analysis and Action Plan*, please see (http://www.sjvpartnership.org/uploaded_files/fck/SJV_RegionalIndustryCluster_Plan_Sep2012.pdf).

For the 2012 Regional Economic Summit Building Economic Prosperity for the Valley Ag Chain, see: http://www.sjvpartnership.org/uploaded_files/fck/SJV_RegionalEconomicSummit_032912_WhitePaper_FINAL_POST-EVENT.pdf

Summary: Champions Meeting

San Joaquin Valley Regional Industry Clusters Initiative (RICI)
Logistics and Public Infrastructure Clusters

Tuesday, February 19, 2013
2pm to 5pm

Fresno Council of Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721

OVERVIEW

The following provides a summary of notes for the meeting of the Logistics and Public Infrastructure Clusters. The purpose of the meeting was to review the key findings and recommended actions contained in the *2012 San Joaquin Valley Regional Industry Cluster Analysis and Action Plan*, which was developed in collaboration with many partners and stakeholders throughout the Valley; identify priority actions for 2013 – both cluster-specific and those shared across the clusters; and discuss how the partners would like to proceed. A list of meeting participants is attached.

LOGISTICS CLUSTER

Cluster Issues/Priorities

Logistics Cluster issues and priorities contained in the *Action Plan* were identified primarily through the goods movement planning process being conducted by the Regional Policy Council; other transportation and sustainable communities planning efforts underway throughout the Valley; the 2012 Regional Economic Summit on the Agriculture Value Chain; county logistics cluster initiatives; and other stakeholder input. They are summarized below, followed by additional ones identified during the RICI meeting:

- Additional options for goods movement (non-truck), including short haul rail, access to class 1 rail, and increased use of air cargo
- Underutilized foreign Trade Zones
- Emissions impact on air quality and health; safety concerns
- Maintenance and updating of SR 99, regional corridors, and local connectors
- Project prioritization
- Goods movement issues related to the Agriculture Cluster and other clusters
- Coordination between Regional Policy Council, COGs, EDCs and private sector on funding strategies

Additional Issues

- Potential loss of short-haul rail lines, which are owned by private sector rail owners. If the rails lines are taken out, they are lost. SB 325 – the Central California Railroad Authority Act - provides for an alternative to ensure short-line railroad service. Fresno, Kern, and Tulare counties are working on establishing a JPA which would provide a vehicle to implement and manage the Railroad Authority, enabling rail lines to be purchased.
- Lack of continuous rail (third class rail goes in alignment with short-haul rail)
- How to balance between the need for transportation projects (SR 99, others) and the need to grow smarter as well as meet environmental and public health goals/priorities/requirements – acknowledge these challenges.
- Major funding needs; only four of the eight counties are self-help counties, and smaller counties have very limited funding for projects (do comparison by county)
- Innovative methods for transportation financing
- Rail that is safe
- Other types of transportation projects – bike, pedestrian, etc.
- Potential for quality distribution centers on a regional basis; capitalize on supply chain assets
- Capture more of the supply chain (economic development targets)

Priorities

- Existing short haul rail preservation/regional coordination
- Support for lower voter threshold (55%) for transportation projects; education for the public, funders, elected officials
- Possible new funding opportunities such as Cap and Trade Auction proceeds, the new SJV Economic Development District (identify funding priorities, could help leverage other federal funds), potential Health Impact Investment Bond, Homeland Security funding (including for port and food safety), USDA and other federal partners for rural infrastructure and financing
- Connect with the SJV Broadband Consortium. Broadband technologies will make agriculture and other sectors more efficient and increase revenues.

PUBLIC INFRASTRUCTURE CLUSTER

The issues and recommended priorities were identified in an analysis of planned public infrastructure investments for the Valley, high demand occupation, workforce gaps, and training programs, and a workforce implementation strategy, led by the Central California Workforce Collaborative. A project inventory was prepared by type (transportation; rail transit including High Speed Rail; water, wastewater, and other resource-related; educational, health, correctional and other community facilities; energy; and broadband), county and funding source, with planned investments estimated at more than \$36 billion from 2010-2020.

Cluster Issues/Priorities

- Lack of awareness regarding aggregated impact of public sector investments
- Lack of trained workforce for certain industries in the clusters
- Need to update inventory of infrastructure projects and schedules on ongoing basis; identify lead
- Need coordination with economic development and planning partners to secure funding for project priorities
- RJI Construction Cluster not active
- Implement the CCWC Regional Workforce Plan as the cluster strategy for workforce
- Coordinate with the California Partnership for the SJ Valley to advocate for public infrastructure investments/local hiring
- Expand mentoring programs, build on model programs, improve access to jobs and services

Additional Issues/Priorities

- Telecommunications is a core infrastructure; need for skilled workforce
- Mitigate job loss on projects - policies for local hiring preference to maximize employment opportunities
- Coordinate for a valley-wide agreement, for employees and contractors?
- Local small businesses – effort to help local businesses with competitive bid advantage (SBA). Primes on major infrastructure projects are coming in and reaching out to smaller firms. Need to get proper designation. Some are discouraged in getting on a team. Union hires have precedence over non-union local hires.
- Coordinate with the Regional Policy Council and SJV Economic Development District to link project priorities with possible funding opportunities and with CCWC and colleges on workforce.
- The region needs to be prepared for opportunities to get private investors involved. The public sector needs to understand and communicate clear standards/priorities and what it takes to do infrastructure projects; outcomes need to be defined. There is a big infrastructure disconnect with long-term value and downstream impact workforce, jobs, economic impact. Clearly state the value proposition. The data needs to be robust. Show that coordinated on time project delivery will happen.
- Facilitate partnerships between out of area firms and local firms.

- A high priority for increased infrastructure funding is for water and Ag projects, in addition to transportation.
- Prevailing wage requirements are problematic.
- Apprentices are needed for construction projects – need to get people into the pipeline, work with the unions.

OVERALL CROSS-CLUSTER OPPORTUNITIES/PRIORITIES

There are several common themes identified for the two clusters, which are strongly interconnected:

- **Public Infrastructure Projects** – use as a regional catalyst.
- **Telecommunications/broadband** - associated workforce development skills, aligned with specific types of emerging technologies. Where would WIBs be most effective?
- **High Tech trained/skilled workforce** – use public infrastructure funding/projects as a catalyst:
 - Define more clearly short term challenges and strategies – WIBs and Community Colleges are the champions
 - Create plan for developing a highly skilled workforce over the long-term – K-12, community colleges, universities
 - Need partnerships with global companies working on major infrastructure projects to provide them with the local workforce
 - Good data – is there a skills gap or a wage gap? Marketing strategy to connect workforce to opportunities
- **Funding** to meet project needs and public policy requirements, and innovative financing partnerships and strategies
- **Advocacy** on behalf of the Valley investment priorities and funding needs and for local businesses and hiring
- **Education** to generate support for and get the region ready for infrastructure investments and partnerships
- **Nexus** between energy/water/air quality

OTHER INITIATIVES, RESOURCES, PARTNERS

- Third class rail partners (short haul rail, etc.)
- SVJ Economic Development District
- San Joaquin Valley Regional Broadband Consortium; connect on telecommunications opportunities/workforce needs
- Private sector investors and partners

NEXT STEPS

Discussion: how to proceed/organize the clusters to advance the priorities?

- Get the private sector involved.
- Connect COGs and EDCs. Identify public sector priorities and projects; target the low hanging fruit. The COGs are awaiting the completion of the regional Goods Movement study (by July).
- The Foreign Trade Zones are an opportunity to leverage regional partnerships.
- Explore mechanisms for re-investing in the region, focused on outcomes and efficiencies; consider a social impact investment fund. A lot of work is happening in this area.
- Hold future meetings in other areas of the region as well as Fresno.
- Organize into smaller work groups around areas (workforce, funding, etc.). Do meeting prep - Define the objective and benefit for the community; the goal (i.e. clean air, mobility, jobs) and mission for cluster implementation; and the process to get it done. Need to more clearly define short, mid and long-term priorities. The Federal Reserve could help support the process.
- Convene the larger group periodically.
- Develop overall strategy for project financing/regional investment strategy.
- The next large group meeting should be within the next few months. OCED will provide logistical support.

The Valley's Regional Economic Forum will be held April 26th from 8 am to 2 pm in Fresno. The Statewide Economic Summit (Stewardship Forum) which will bring forward regional priorities will be held at the end of 2013.

SAN JOAQUIN VALLEY REGIONAL INDUSTRY CLUSTER INITIATIVE (RICI) – WORK SHEET

CLUSTER: Logistics/Public Sector Infrastructure

PRIORITY: 1. Funding/Innovative Financing Partnerships and Strategies

2. Increase options for goods movement

3. Workforce Strategy

ACTION (What)	STEPS (How)	TIMING (When)	RESOURCES REQUIRED (With What)	RESPONSIBILITY (Who)
<p>Priority 1. Funding/Innovative Financing Strategies</p> <ol style="list-style-type: none"> 1. Get private sector involved 2. Connect COGs and EDCs to identify public infrastructure priorities & projects (including water and Ag) (Infrastructure) 3. Develop overall strategy for project financing/regional investment strategy and explore investment mechanisms (Financing) 4. Support 55% vote threshold (Policy) 5. Develop education strategy to generate support and get region ready for infrastructure investment/partnerships 6. Advocate for Valley investment priorities 7. Coordinate for Valley agreement for local businesses/hiring on projects on major infrastructure projects 				<p>Regional Policy Council/COGs, EDCs</p>

<p>2. Goods Movement Options (Infrastructure)</p> <ol style="list-style-type: none"> 1. Coordinate regionally to preserve Short Haul Rail 2. Work with Foreign Trade Zones 				<p>Regional Policy Council/COGs</p>
<p>3. Workforce Strategy (Workforce)</p> <ol style="list-style-type: none"> 1. Coordinate with CCWC and Colleges on short and long-term workforce strategy 2. More clearly define short term challenges and strategies; conduct workforce analysis to determine skills/wage gaps 3. Create plan for developing a highly skilled workforce over the long-term 4. Develop partnerships with global companies working on major infrastructure projects 5. Develop marketing strategy to connect workforce to opportunities 				<p>WIBs, colleges</p>

Summary: Champions Meeting

San Joaquin Valley Regional Industry Clusters Initiative (RICI)

Manufacturing, Energy, Water Technology and Agriculture (MEWA) Clusters

Wednesday, February 20, 2013

2pm to 5pm

California Centers for International Trade Development
State Center Community College District
390 W. Fir Ave., Room 308
Clovis, Calif. 93611

OVERVIEW

The following provides a summary of notes for the meeting of the Manufacturing, Energy, Water Technology and Agriculture (MEWA) Clusters. The purpose of the meeting was to review the key findings and recommended actions contained in the 2012 San Joaquin Valley Regional Industry Cluster Analysis and Action Plan, which was developed in collaboration with many partners and stakeholders throughout the Valley; identify priority actions for 2013 - both cluster-specific and those shared across the clusters; and discuss how the partners would like to proceed. A summary is provided for breakout sessions for each of the four clusters, and for the discussion with all the meeting participants of cross-cluster priorities and opportunities. A list of meeting participants is attached.

CLUSTER BREAKOUT SUMMARIES BY CLUSTER

MANUFACTURING CLUSTER

Cluster Priorities

1. Workforce Training
 - State Apprenticeship Board
 - Unions
 - WIBs
 - K-12: best practices (Valley Legacy)
 - Edison and Clovis Unified
 - Align higher education and employers
2. Policy Advocacy for Manufacturing
 - Local/state/federal

- Environmental
 - Others
3. Trade and Market Development
 4. Supplier Gaps
 - Infrastructure/water/energy/goods movement
 5. Develop Centers of Excellence for manufacturing in the region
 - AKA “Network of Technical Resources”

ENERGY CLUSTER

Cluster Issues/Priorities

Priority Recommendation Area 1: San Joaquin Valley Clean Energy Organization (SJVCEO) to lead action plan, connect additional stakeholders. The process is well under way. Efforts are focused on workforce training and improving facilities re: energy efficiency:

- Energy efficiency projects (80% of effort) – acts as liaison between investor-owned utilities and local government, for households, businesses, institutions, etc.
- Workforce development – SJVCEO part of C6 implementation, documenting where training programs are; working on curriculum to be delivered at West Hills Community College (energy efficiency, solar, etc.)
- Water/energy nexus – efficiency, renewables, agriculture

Workforce Impacts – where jobs will be:

- Residential solar installation – will generate jobs over the longer term
- Solar fields – shorter term, not much employment, mostly in construction
- Improving efficiency of buildings
- Ag/water efficiency

Priority Recommendation Area 2: Accelerate Technology Commercialization and Entrepreneurship. AB 32 will affect Ag and waste treatment requirements/processes:

- What is the right technology?
- Need engineers who understand waste treatment issues.
- Work with local governments on land use planning/emissions (Example: Great Valley Center – Regional Planner Toolkit (Blueprint); Stanislaus County jurisdictions). Local governments can set incentives to help businesses meet requirements.

- Be “technology agnostic.” There are a lot of technologies for dealing with waste coming in from out of state. Can we get local reps here, create jobs? There are financing companies interested in investing. What is the interface connecting this opportunity? Are EDCs involved?
- Work on procurement policies. There is a good market here for Ag and water projects.
- UC Merced is an asset for workforce development/entrepreneurs. Focus on technology commercialization – entrepreneurs can create a technology locally for local solutions. Goal: to be the Solar Valley. UC Merced has direct experiences with students creating technologies but they have to go to the Coast to obtain financing. Valley money is not entrepreneurial.
- Try to match the technology solution with the company that can bring it to market.
- Energy efficiency strategies are important – Efficiency is the cheapest form of renewable energy. What is the efficiency of fields (Ag)? There are 62 municipalities in the Valley – there are rural opportunities. Make technologies accessible to them through broadband applications.
- There is nexus between energy/Ag/broadband (wireless technology) – a way to achieve efficiencies – need workforce with skills to use technologies. We lack the connection to put these pieces together.
- Good data is now coming available, on every component of energy. Who aggregates the data, how is the data being gathered; what do we do with it? Who can process the info and push it out? New platforms are being created for energy management systems – can use to track energy use, greenhouse gas emissions, water.

Priority Area Recommendation 3: Permitting Issues - Group them together. Expedited solar permitting processes are being addressed, especially through strong state action, the APA. Different solar technologies may have different issues. There are still issues for distributed solar.

Priority Area Recommendation 4: Workforce - Next generation for farming – people are not up to speed on technologies and the face of agriculture of the future. Need education and marketing. Engage youth – career awareness. Kids are not considering tech-related careers. How can clusters work with engineers? What type of engineering skills and levels needed?

Cluster Priorities (Refocused From Action Plan)

1. Foster generation and use of renewables (solar, biomass, etc.) and energy efficiency deployment
2. Workforce/Education
 - Career awareness (train for industry at an earlier age - kids are not considering tech careers)
 - Creativity (on technology solutions)
 - Create a technology culture, understand/develop technologies and skills (including broadband)
3. Financing – link entrepreneurs with financing/access to capital; foster a culture of innovation and investment, creating technologies for solutions to match regional challenges.
4. Technology applications – how to package and connect them within and between the clusters. Match technologies to issues.
5. Community education needed – to understand and embrace what this new future is.

6. Data – Data sells; people want good information. Organize what all the new data means; make it accessible within and across the clusters; new platforms are emerging.
7. Prepare for emerging issues and concerns – grid parity, permitting for distributed solar, need for Electric Vehicle infrastructure. We need to get ready: What happens when we reach grid parity, renewable standards, etc.? Permitting is still an issue for distributed solar.

Cross-Cluster Priorities

1. Promote nexus between Energy/Ag/Waste/Water/Air and technology (can address air quality, energy - field waste, biomass, landfills, etc.)
2. Broadband technologies and skills development
3. Technology applications/solutions across the clusters

WATER TECHNOLOGY CLUSTER

Cluster Priorities

1. Water Sustainability (both industrial and municipal)
 - a. Monitoring (i.e. snow pack levels)
 - b. Conveyance
 - c. Storage
 - i. Dams
 - ii. Underground (technology needed but great potential)
 - d. Recharging/Banking
 - e. Quality/Contaminate Removal
 - f. Efficiency (industrial and municipal)
2. Workforce
 - a. K-16 Career Pathways/Pipeline
 - b. Increased internship placement opportunities
 - c. STEM Service Learning Opportunities (i.e. chemistry students at Fresno State with help of Richter Center)
3. Research & Development
 - a. Mechanisms for faculty time buy-out for research that caters to industry problems
 - System of “rewards and incentives” for faculty to conduct research, engage industry
 - b. Support industry investments in university research development (i.e. chair endowments, etc.)
 - c. Regional universities (CSUs Bakersfield, Fresno and Stanislaus and UC Merced) need to be seen, and established, as valuable research resources for regional industries (i.e. Ag, water, energy, etc.)
 - d. Universities should take input from industries when formulating goals, etc.
 - e. Constant communication between universities and industry regarding each other’s developments

4. Technology & Innovation
 - a. Increased support for SBA and NSF SBIR/STTR grant submission from local industry
 - b. Increased Technology Commercialization activities between universities and industries

Cross-Cluster Priorities

1. Identifying cluster companies to offer increased number of internships, hands-on experiences
2. Additional water storage infrastructure can create jobs for other industries
3. Efficient management of water can lead to surplus of water that is needed to lure additional economic development activity.
4. Energy is used for water conveyance
5. Water is used to generate energy (growth potential)
6. Water technology applications for other industries
 - a. Soil moisture drones for agriculture
 - b. Water nitrate removal for agriculture fertilizers (growth potential)
 - c. Irrigation technologies for agriculture
 - d. food processing water efficiencies

AGRICULTURE CLUSTER

Other Initiatives, Models/Assets

1. There needs to be GIS models that could come about through partnership with universities
 - a. UC Davis and Fresno State
 - b. An approach to measure the economic impact of GIS. Something of this nature is being explored now by the Sacramento Area Council of Governments (SACOG) (the lead contact is David Shabazian). The data could be drawn from the USDA or other agencies that have the appropriate data.
2. Aggregating data – what kind of data? By mapping out the data, it would become a resourceful tool for partners to make good decisions.

Cluster Issues/Priorities

1. What if we have more efficiency but less workforce as a result of technology? Technology is taking over what humans used to do. The flipside of this is that with more technology requiring new skills – these jobs will pay more. So if the workforce could upgrade its skills to meet the technology demand, it will mean better income.
2. There is additional discussion on whether the jobs requirements = job skills (do they match?).
3. Shortage of workforce - but the community colleges are stepping up to fill this gap with revised curriculum; for example, West Hills College and its C6 Partners are providing programs to fill this gap.

4. There is also concern over the “Ag Warriors” who are returning veterans; there is effort to introduce them to careers in agriculture.
5. The Kansas City Federal Reserve Bank is pioneering some Ag work, a model this cluster could look at.
6. There are additional priorities on upgrading skills, with the WIBs taking the lead. Money is still an issue.
7. Water-related issues are priorities; the way technology is developing on water must be examined further. Water efficiency and availability are also concerns.
8. There is also priority concern over: Marketing Ag as a technology-driven sector to the next generation. How do we do that? Do we do it in the next:
 - Five years?
 - 10 years?
9. We need to make Ag careers more attractive.
10. More education and money need to be invested in food safety, as it is of utmost importance.

Top 2- 3 Priorities

1. Food safety, an issue the Department of Homeland Security is also taking up. The SJ Valley, as the breadbasket of the world, must be able to ship our products safe, clean, and healthy – and import safe food to the Valley.
2. Access to capital – fostering education to financial institutions is a start.
3. Innovation
4. Regulatory Environment

Cross-Cluster Priorities

1. Regulatory Reform, e.g. CEQA
 - a. Need to link to them
 - b. Strength in number
 - c. SJV Economic Forum
2. Map it out!
3. Integration of clusters – Infrastructure that could include Broadband which has multi-uses
5. Regulatory Environment - For example, it’s time for regulatory agencies to make speedy and good decisions

OVERALL CROSS-CLUSTER OPPORTUNITIES/PRIORITIES

These are some common themes identified across the four clusters:

- **Workforce** – Short and long-term term skills shortage, and workforce shortage:
 - Prepare for new technologies; match training to demand
 - Fill immediate gaps; build skills for longer term workforce shortage and the changing economy.
 - Foster career awareness and pathways, earlier in the education process.
 - Provide mentorships, job shadowing, internships, service opportunities
 - K-16 Council
 - The Milken Institute has a Central Valley Initiative that will be focusing on skills gaps.
- **All industries are technology driven**, including agriculture. Broadband is the foundation– this reality needs to be understood. Community education will affect political support and career pathways
- **Infrastructure, including broadband** – integrate across clusters (including logistics and public sector infrastructure) - there are huge needs.
- **Access to Capital** is needed for entrepreneurship and major investments in projects, to commercialize technologies and support a culture of innovation and investment.
- **Foster R&D, deeper connections with the universities** – channel efforts, look to partnerships with business to help fund; have a research summit.
- **Sustainability** – technologies/improvements in water efficiency, quality, air quality, renewable energies/efficiencies, waste, health benefits– all have three E's impacts (economy, environment, equity/community). Educate community, policy makers.
- **Organize the Valley's many networks**/Centers of Excellence as an overall network of resources for businesses, entrepreneurs, communities, partners, etc.
- **Aggregate data, map assets, gaps, etc.** (new State Cloud will store data)
- **Regulatory issues/reform** - CEQA, permit times, others – can develop metrics
- **Overall policy awareness/advocacy**
- **Market development**, large and small companies
- **Address supplier gaps** (leakage – economic development targets)

NEXT STEPS

An advisory Committee consisting of members from each cluster will meet to discuss advancement of the priorities and set logistics for future cluster meetings. The Committee members were identified at the Strategy meeting.

Discussion: To meet as one cluster with four sub-groups or as four clusters? How to proceed/organize the clusters to advance priorities?

Comments

- It's all one cluster, with similarities being the catalyst
- Focus on the Ag Value Chain since it's the Valley's economic driver and it's across all the clusters in separable components. Focus on closing gaps in Ag Value Chain leakage – can have a separate voice for these issues and reach out to the industry.
- Need access to capital. There is untapped equity capital that wants to invest in the region. Investors see opportunities for agribusiness and are looking for good projects. How can this be organized, facilitated?
- Foster innovation. There are not enough local technologies being generated. Foster business incubation/entrepreneurs. Focus on Ag and components to compete internationally.
- Telecom is the trigger.
- Highlight infrastructure needs.
- Raise economic status of the region.
- Needs for efficiencies across the clusters.
- Use a GIS model to understand cluster intersections, mapping jobs, etc. (such as SJVCEO is doing), with broadband infrastructure providing the platform.
- Align with the private sector.
- Address supplier gaps.
- Need cluster champions.

Each cluster has specific issues to be addressed. The current effort with Energy, Manufacturing and Water Technology Clusters has harmonized schedules - Ag could be added. The group meets once a month, with a rotating focus on each cluster. This is a model that could work across the Valley.

The next steps in the process can be more efficient. Have a strategy session with the cluster champions to define the vision to be accomplished and organize for implementation. Individual clusters can focus on specific issues. Have an annual meeting/forum to bring everyone together. Cluster champion team leaders/representatives could also meet quarterly on cross-cluster issues, to identify and advance major overlapping issues.

The Valley's Regional Economic Forum will be April 26 from 8 am to 2 pm in Fresno. The Statewide Economic Summit (Stewardship Forum) which will bring forward regional priorities will be held at the end of 2013.

SAN JOAQUIN VALLEY REGIONAL INDUSTRY CLUSTER INITIATIVE (RICI) – MEWA – WORK SHEET

CLUSTER: Manufacturing, Energy, Water Technology, and Agriculture, Clusters

PRIORITY: 1. Cross-Cluster Nexus

2. Workforce Strategy

3. Technology and Innovation Strategy

<p>ACTION (What)</p>	<p>STEPS (How)</p>	<p>TIMING (When)</p>	<p>RESOURCES REQUIRED (With What)</p>	<p>RESPONSIBILITY (Who)</p>
<p>1.Coordinate on cross-cluster opportunities/nexus 1. Integrate infrastructure strategies across clusters, including logistics and public infrastructure; highlight needs 2.Promote deployment of broadband infrastructure and adoption 3. Map assets, gaps – organize data, platforms (e.g. energy) 4. Promote nexus of sustainability across clusters –apply innovative technologies across clusters (water efficiency and quality, air quality, energy efficiency, information, etc. 5. Address regulatory issues, including permitting, CEQA 6. Develop a strategy to close supplier gaps (economic development targets) 7. Organize network of resources</p>				

<p>2. Develop Workforce Strategy</p> <ol style="list-style-type: none"> 1. Identify short and long- term skills and workforce shortage; prepare for new technologies 2. Develop K-16 career pathways 3. Develop increased internship placement opportunities and increased career awareness, job shadowing, mentorships, etc. 4. Foster STEM Service Learning Opportunities 5. Train in technology skills 				<p>CCWC, C6, colleges, universities</p>
<p>3. Accelerate R&D/Technology, Innovation, Entrepreneurship, Access to Capital</p> <ol style="list-style-type: none"> 1. Support industry investments in university research, deeper connections 2. Regional universities need to be seen and established as valuable research resources for regional industries/problem solving; increase communication between universities/industries 3. Increase technology commercialization activities between universities & industries 4. Foster business incubation, entrepreneurs. Generate local technologies, link with access to capital 5. Foster generation and use of renewable and energy efficiency deployment 				

Summary: Champions Meeting

San Joaquin Valley Regional Industry Clusters Initiative (RICI)

Health and Wellness Cluster

Thursday, February 21, 2013

2pm to 5pm

University of California, Merced – Fresno Center
550 E. Shaw Avenue
Fresno, CA 93710

OVERVIEW

The following provides a summary of notes for the meeting of the Health and Wellness Cluster. The purpose of the meeting was to review the key findings and recommended actions contained in the 2012 San Joaquin Valley Regional Industry Cluster Analysis and Action Plan, which was developed in collaboration with partners and stakeholders throughout the Valley; identify priorities for 2013 – both cluster-specific and those shared across the other RICI clusters; and discuss how the partners would like to proceed. The notes provide an update on cluster drivers which will impact the implementation of the cluster strategy; and include a summary of breakout sessions to discuss priorities and action steps for 2013, and discussion with all meeting participants on overall cluster-specific and cross-cluster priorities, opportunities and next steps. A list of meeting participants is attached.

Cluster Drivers/Policy Issues

- Affordable Care Act – will affect workforce demand, timing, and skills gaps
- Regional Industry Clusters of Opportunity (RICO) is a good model; good information is needed to update to meet new needs
- C6 (Central California Community Colleges Committed to Change) needs to refresh priorities
- Need to train people to do more than one job (multi-tech)
- Need better alignment across the region
- Make sure industry is at the table with the Community Colleges
- Payment/reimbursement reform – looking for funding streams, looking for clinic worker partners
- California Telehealth Network (CTN) – Valley is underrepresented. Increase Valley's share of funding. Additional FCC funds are coming in July. Work with CTN to connect with funds, get specialty services into rural areas. Will also help with leakage of dollars for medical services provided outside of the region, and tap the expertise of rural providers
- Valley has high levels of inequalities of access – provider shortages/financing streams. Undocumented workers won't be covered under ACA

- Focus on prevention management of diseases; build grassroots capacity, physical opportunities to improve health (access to local food, safe communities, recreation, etc.). Leverage community transformation grants – needs to be mapped
- Add public health sector (hard to capture in some of the economic data)
- Cultural competence – looking a population health with cultural sensitivities
- New Programs: UC Merced Public Health Program; UC Merced Health Sciences Research Institute – research arm for public health and environmental health; health work occurring under environmental justice initiatives; Rural-PRIME (Program in Medical Education in Underserved Urban Areas) - UC Merced San Joaquin Valley Program in Medical Education, with UCSF, UCD (first cohort). Tap into CSU Stanislaus and CSU Fresno programs and innovation ideas
- Workforce – up-skilling incumbent workers – be aligned with ACA; working with State Chancellor’s Office
- Leverage California Partnership for the San Joaquin Valley Board (which has several Health and Wellness Cluster champions) related to Get Healthy California (HHS Initiative), Health in All Policies, and other efforts

There are a lot of good ideas but how to we move forward?

- Define outcomes/metrics we are trying to achieve. Change the mindset - it’s about changing the conversation
- Chart progress
- Branding/marketing needed
- Local Elected Officials - need education, health as an asset
- Address policy needs – reimbursements, linkage with Health Benefits Exchange. “Covered California” – improve access to basic health care – need formal mechanism for outreach for enrollment – currently doesn’t allow small non-profits. Partner with Latino Coalition
- Long-term priority – develop a home grown workforce

CLUSTER BREAKOUT SUMMARIES

There were four breakout groups – the following is a summary of each group discussion.

BREAKOUT GROUP 1

Other Issues/ Priorities

- There need to be more “specialized priorities” than as listed in the study (RICI) - need to create more specific priorities and restructure priorities
- A gap analysis is needed, with mapping and groupings
- Leadership education is needed; our local and other elected officials lack the understanding of health policy, and thus lack the willingness to make changes
- Workforce development - there are gaps in analysis

Top 2-3 Priorities

Do one thing under each heading:

- 1) Leadership Education
- 2) Workforce Development
- 3) “Wellness and Prevention” Policy - Finance a policy plan as a community initiative and spend the next few months as a group to define:
 - Role of health in the economy
 - What are we doing already - disparities
 - What does it cost
 - What could we save
 - ACA implementation
 - Role of public health
 - Strategies for chronic disease management, preventive services, planning and infrastructure
 - Multiple outcomes/benefits

We need to collaborate and delegate the priorities for delivery; use Building Healthy Communities (California Endowment) and other initiatives to help shift the culture of leadership; work with elected official, big institutions, the state (HiAP) and others.

Cross-Cutting Priorities

- 1) Preventive measures
- 2) Leadership education
 - Air and water
 - Community development
 - Transportation
- 3) Outcomes - for a good outcome, we must be able to yield positive dollars from our investment; we must have measurable economic impact (for example, there was a calculation done on a local downtown project – for every \$1 invested, there was a \$45 return)

BREAKOUT GROUP 2

Issues

- What policies are we willing to adopt? How to finance them?
- Achieving health outcomes depends on adequately financed public sector. The Valley is underinvested in at federal, state, and local levels.
- Document public savings in reducing incidences of hospitalizations (better access, wellness and prevention focus).
- Explore new investment models – one new possibility – work is being done on a Health Impact Bond which would “Pay for Success” if health outcomes are met.

Other Priorities

- 1) Access to care – advocacy and public policy
- 2) Prevention Incentives
- 3) Community Benefit Strategic Plans of non-profit hospitals
 - Healthy Communities Initiative (Federal Reserve initiative, attracting huge funders, addressing workforce, education, health care)
 - Funding opportunities – Funders Collaboratives (structure is in place)

Top 2-3 Priorities

- 1) Advocacy and policy for equitable reimbursement for healthcare providers
- 2) Align reimbursements/incentives for preventative care
- 3) Implementation of ACA (1/2014), both private and public sectors
- 4) Workforce Skills Gap Analysis

Cross-cutting Priorities

- Culturally and linguistically appropriate health care
- Access to care and prevention
- E-Health/telemedicine – how to finance
- Make public health successes visible!
- Community leadership

BREAKOUT GROUP 3

Top 2-3 Priorities

- 1) Advocate for transfers within regional network of accredited courses, including for nursing; collaborate with hospitals to unify employee competencies
- 2) Coordinate with SJV Broadband Consortium, employer networks for e-health and telemedicine
- 3) Develop strategy to address economic development (supplier and services) leakages (coordinate with California Central Valley EDC - CCVEDC, etc.)

Cross Cutting Issues

- Focus on collective impact and establish outcomes in advance that will drive collective impact
- Emphasizing cultural authenticity in all efforts of the Health and Wellness Cluster

Other Priorities

- Data sharing, coordination of records
- Accelerate development of regional Health Information Exchange
- Collaborative discussion among disparate partners to identify priorities while reflecting health providers as regional employers, businesses
- Inventory of 1 year, 3 year private sector workforce/skill needs and opportunities for cross training in curriculum development.

- Engage disengaged and non-traditionally represented in cluster activities
- Focus on population health
- Affordable Health Care Act, preparation, education, and readiness
- Partner with “covered California Grantees,” create realistic expectations
- Increase responsiveness of training institutes while respecting their larger academic objectives and looking at more responsive vocational training options

BREAKOUT GROUP 4

Other Priorities

- Prevention strategies
- HiAP (Health in All Policies) – how to maximize these state cross-agency policies in the San Joaquin Valley – work with them on how to be champions for the Valley
- Have evaluation – define outcomes, including multiplicative benefits, with alliances – for messaging to policy makers
- Regional Planning on health impacts, e.g., air quality, water, food distribution, etc.
 - Could increase local impacts
 - Get resident input
 - Get message out to end consumers – use is, to leverage resources
- Get youth involved in careers, health and wellness and other areas, at high school level (e.g., Doctor’s Academy in Fresno)
- Lack of consistent on personal health education
- Health care reimbursement – chronic conditions will get worse – need specialty care network to treat and maintain
- Need ample health care providers, training slots for residencies – currently a federal cap on number of slots

Top 2-3 Priorities

- 1) Address degree of disparities in health outcomes:
 - Access to care, especially in rural areas, and challenges with new patients coming into the system
 - Keeping well
 - Supporting culturally sensitive care – models such as patient navigators, promotoras – get medical reimbursements for these approaches
- 2) Address Provider Reimbursement issues (One model is Comprehensive Perinatal service – focused on what the end user needs, extenders for medical care – got better outcomes)
- 3) Prevention – address planning and infrastructure deficiencies, especially in rural areas; focus on community leadership development/capacity
- 4) Define/map the Cluster

Cross-Cluster Priorities

- Everyone benefits from collaboration/cross-cutting approaches
- Collective funding to implement and sustain initiatives
- Access – both physical and via broadband
- Connect with Ag Cluster for access to healthy foods
- Connect with Logistics Cluster, especially the COGs and the Blueprints/Sustainable Communities Strategies, on non-auto transportation options within and across areas (walkable, bikable); infrastructure issues; safety/violence and health outcomes
- Connect with Water Technology Cluster on water quality issues
- Revisit health livable communities and business attraction
- Immigration reform
- Quality of the education system – affects recruitment of skilled workforce
- Work on prevention

OVERALL CROSS-CLUSTER PRIORITIES/THEMES

- Prepare for the **implementation of the ACA**
- **Develop a Wellness & Prevention Policy Plan**
- **Workforce development** – gap analysis, career pipelines, skills development, slots, culturally appropriate services
- **Collaborate** for collective impact and funding strategies, innovative financing models
- **Provider Reimbursement** – especially for smaller, rural providers, for prevention and wellness
- **Broadband** for e-Health and telemedicine
- **Regional planning, connect across clusters** – infrastructure for livable and healthy communities, access to healthy local food, clean air and water, etc. Engage communities, address disparities
- **Define and communicate benefits/outcomes** – especially Public Health successes
- **Professional / Leadership education on social determinants of health framework**

NEXT STEPS

- Rotate meetings through the Valley; could have quarterly meetings, use video conference facilities
- Meet next month to keep momentum going
- Create a work group to put an approach together for the cluster policy plan
- Implementation of ACA
- Develop a wellness prevention policy plan
- Professional / leadership education on social determinants of health framework

SAN JOAQUIN VALLEY REGIONAL INDUSTRY CLUSTER INITIATIVE (RICI) – WORK SHEET

CLUSTER: Health and Wellness Cluster

PRIORITY: 1. Affordable Care Act Implementation

2. Provider Reimbursement

3. Workforce Strategy

4. Regional Planning Coordination

ACTION (What)	STEPS (How)	TIMING (When)	RESOURCES REQUIRED (With What)	RESPONSIBILITY (Who)
<p>1. Prepare for Affordable Care Act Implementation (January, 2014) (policy)</p> <p>1. Develop a Wellness and Prevention Policy plan with analysis and role of public health; strategies for increased access to care, chronic disease management, preventive services, planning and infrastructure, culturally appropriate care; funding strategy; definition of multiple outcomes/benefits (policy)</p> <p>2. Develop strategy to educate leadership and leverage partnerships</p> <p>3. Coordinate with California Telehealth Network to increase sites and resources; with SJV Regional Broadband Consortium (policy, funding, infrastructure)</p> <p>4. Explore new investment models (e.g., Health Impact Bond, Community benefit Strategic Plans) (financing)</p>		<p>March/April</p>		<p>Work Group, Central Valley Health Policy Institute, SJV Broadband Consortium</p>

<p>2. Provider Reimbursement (policy, financing)</p> <p>1. Develop policy for equitable reimbursement for healthcare providers, especially for smaller, rural providers</p> <p>2. Align reimbursements/incentives for preventative care</p>				<p>Central Valley Health Network, Hospital Council of Northern and Central California</p>
<p>3. Workforce/Education (workforce)</p> <p>1. Do workforce skills analysis, inventory of 1 and 3 year private sector workforce/skills needs, opportunities for cross training</p> <p>2. Update RICO and C6 data</p> <p>3. Advocate for transfers within regional network of accredited courses, including for nursing</p> <p>4. Collaborate with hospitals to unify employee competencies</p> <p>5. Need to increase training slots for residencies (policy)</p> <p>6. Advocate for regional workforce investments, build on RICO, C6, other models (financing)</p> <p>7. Develop more responsive vocational training options</p> <p>8. Develop career pipelines, youth engagement</p>				<p>CCWC, C6, high schools, colleges, UC Merced</p>

<p>4. Regional Planning Coordination (Policy, Infrastructure)</p> <p>1. Coordinate with COGs/Logistics Cluster, planners to address planning and infrastructure deficiencies, especially in rural areas, through Blueprints, Sustainable Communities Strategies, etc., including to increase access to healthy foods, non-auto transportation options, clean air and water</p> <p>2. Develop community leadership development capacity</p>				
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**Logistics and Public Infrastructure Clusters
Champions Meeting Participants
Location: Fresno Council of Governments, February 19, 2013,
2 pm – 5 pm, Fresno**

Name	Title	Organization
Rachel Audino	Government Affairs Manager	OCED
Tony Boren	Executive Director	Fresno Council of Governments
Silas Cha	Project Manager	OCED
Bill Covino	Provost	Fresno State
Stacie Dabbs	Associate Director	OCED
Steve Davis	President	Praxis Solutions
Mike Dozier	Executive Director	OCED
Charles Francis	Director	Fresno City College Training Institute
Dawn Golik	Deputy District Director	U.S. Small Business Administration
Priscilla Hamilton	Research Analyst	Milken Institute
Ed Keebler	Chief Executive	DEA Enterprises, Inc.
Trish Kelly	Consultant	Applied Development Economics
Kevin Klowden	Director	Milken Institute
Marjie Kirn	Executive Director	Merced County Association of Governments (MCAG)
John Lehn	President/CEO	Kings EDC
Matt MaCauley	Business Account Specialist	Workforce-Connection
Jeff Macon	Technology and Commercialization Program Manager	CSU Fresno Lyles Center
Anamiria Madrigal	Assistant District Director	SCORE
Paul McLain-Lugowski	Planning and Resource Development Officer	Fresno County Economic Opportunities Commission
John Moon	District Manager, Community Development	Federal Reserve Bank of San Francisco
Mike Nemat	CEO	Nemat Management Group
Jeff Rowe	Director	Stanislaus County Alliance
Darryl Rutherford	Regional Manager	Federal Reserve Bank of San Francisco

Michael Sigala	Consultant Staff	SJV Regional Planning Agencies
Patricia Taylor	Executive Director	Madera County Transportation Commission
Christian Wandeler	Consultant	WCT Wandeler Consulting

**Manufacturing, Energy, Water Technology, and Agriculture (MEWA) Clusters
Champions Meeting Participants
Location: North Center/California Center for International Trade Development
February 20, 2013
2 pm – 5 pm, Clovis**

Name	Title	Organization
Mark A. Anglin	Dean, Ag and Environmental Science	Modesto Junior College
Daryl Baltazar	Business Development Representative	Processes Unlimited International, Inc.
Don Borges	Instructor	Modesto Junior College
Richard Brassfield	Director	USDA – Rural Development
Buzz Burleson	Owner	BNB Farms
Denise Cano	HR Manager	Fresno Valves & Castings, Inc.
Jennifer Carlson	Executive Director	Manufacturers Council of the Central Valley
Silas Cha	Project Manager	OCED
Dan Clawson	Project Manager	Fresno State ICWT
Shelly Conner	Director of Grants and External Funding	State Center Community College District
Vernon Crowder	Senior Vice-President	Rabobank
Steve Davis	President	Praxis Solutions SD, Inc.
Bryce Dias	Program Manager	Great Valley Center
Mike Dozier	Executive Director	OCED
Ronald Durbin	Executive Director	UC Merced/UC Solar
Susan Elrod	Dean of Math and Science	Fresno State
Charles Francis	Director	Fresno City College Training Institute
Claudia Habib	Dean of Instructions	Reedley College
Priscilla Hamilton	Research Analyst	Milken Institute
Ismael Diaz Herrera	Director	SJV Rural Development Center/OCED
Pauline Hershey	Senior Advisor	Hershey Cause Communications
Ellie Honardoost	Program Manager	Edison High School/FUSD
David Hosley	Executive Director	UC Merced Sierra Nevada Research Institute

Ryan Jacobsen	Chief Executive Officer	Fresno County Farm Bureau
Richard Kalashian	Owner	Green Valley Solutions
Courtney Kalashian	Director	SJV Clean Energy Organization
Trish Kelly	Consultant	Applied Development Economics
Kara Lang	Coordinator of FFSA	Ag Innovations Network
Jeff Macon	Technology and Commercialization Program Manager	CSU Fresno – Lyles Center
Anamiria Madigral	Assistant District Director	SCORE
Walter Mizuno	Professor	Fresno State UCAM
Ed Moreno	Director	Fresno County Public Health
Srida Moua	Executive Assistant	Fresno County EDC
Nara Narahari	Director of Development	UC Merced
Mechele Paggi	Professor/Director	Fresno State – Center for Agricultural Business
Neil Paschall	Managing Director	The McLean Group
George Railey	Vice-Chancellor	State Center Community College District
Laura Ramos	Project Manager	Fresno State ICWT
Glen Roberts	Director	Bakersfield & Fresno Commercial Service/US Department of Commerce
Darryl Rutherford	Regional Manager	Federal Reserve Bank of San Francisco
Jay Salyer	Economic Development Manager	Kings County EDC
Courtney Sorensen	Operations Manager	Fresno County Farm Bureau
Dan Sousa	Instructor	Fresno City College
Tina Sumner	Director	Community & Economic Development City of Clovis
Robert Tse	Community Planning and Development Specialist	USDA – Rural Development
Louann Waldner	Director of CV CACT	College of the Sequoias
Christian Wandeler	Consultant	WCT Consulting
Robert Weil	Coordinator	Fresno City College Training Institute

**Health and Wellness Cluster
Champions Meeting Participants**

Location: UC Merced – Fresno Center, February 21, 2013, 2 pm – 5 pm, Fresno

Name	Title	Organization
Lynne Ashbeck	Regional Vice-President	Hospital Council of Northern & Central California
Rachel Audino	Government Affairs Manager	OCED
Rebecca Boyd	Program Developer	Fresno City College Training Institute
John Capitman	Executive Director	Fresno State – Central Valley Health Policy Institute
Silas Cha	Project Manager	OCED
Mike Dozier	Executive Director	OCED
Donna DeRoo	Assistant Director	Fresno State – College of Health and Human Services
Van Do-Reynoso	Director	Madera County Public Health
Charles Francis	Director	Fresno City College Training Institute
Mary Gish	Director	Fresno State- Central California Center for Excellence in Nursing
Kathleen Grassi	Director	Merced County Department of Public Health
Pauline Hershey	Senior Advisor	Hershey Cause Communications
Veva Isla	Director	CCROPP
Sue Smilie Janecek	Director of Research and Development	San Joaquin Valley College
Trish Kelly	Consultant	Applied Development Economics
Pam Lassetter	Assistant Director	Fresno Regional WIB
Mark Lozado	Business Account Specialist	Workforce-Connection
Cori Lucero	Executive Director	UC Merced – Govt. & Community Relations
David Luchini	Assistant Director	Fresno County Public Health

Anamiria Madrigal	Assistant District Director	SCORE
Laura Magana	Senior Employment and Training Technician	Kings County Job Training Office
Luisa Medina	Development Director	Central California Legal Services, Inc.
William Mitchell	Director	SJ County Public Health Services
Cindy Morton	Chief Operating Officer	California Telehealth Network
Brandy Nikaido	Director	UC Merced – Fresno Center
Christine Nutting	Deputy Director	Fresno Regional WIB
Mohammad Rahman	Research Fellow/Assistant Professor	Fresno State – Central Valley Health Policy Institute
Mary Renner	Chief Operating Officer	Central Valley Health Network
Darryl Rutherford	Regional Manager	Federal Reserve Bank of San Francisco
Lupe Villa	Program Coordinator (on behalf of John Semas)	Kings County Public Health
Mary Solorio	Administrative Analyst II	Madera County Public Health
John Welty	President	Fresno State
Deborah Wigely	Project Director	California Health Collaborative

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*Trish Kelly
Applied Development Economics*