



CALIFORNIA PARTNERSHIP FOR THE
SAN JOAQUIN VALLEY

2010-2011 **REPORT**





We believe in a healthy future.

We believe health isn't an industry—it's a cause. And there's no better feeling than working together for a worthwhile cause. That's why we'd like to thank the California Partnership for the San Joaquin Valley. Because they share our dedication to helping make our community a healthier place to be.



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or visit **[kaiserpermanente.org](https://www.kaiserpermanente.org)**.

*Coming together is a **beginning**.
Keeping together is **progress**.
Working together is **success**.*

- Henry Ford



CALIFORNIA PARTNERSHIP FOR THE
SAN JOAQUIN VALLEY

2010-2011 **REPORT**

Produced by: Secretariat
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California Partnership for the San Joaquin Valley

October 2011

Dear Governor and Members of the Legislature:

On behalf of the board of directors of the California Partnership for the San Joaquin Valley (Partnership), we present the 2010-2011 Report. This report begins where our 2009 Annual Report concluded and covers Partnership activity through June 2011.

Despite the challenging economic times we are all experiencing, the past year has resulted in tremendous accomplishments and progress for the Partnership. In the 2010 election year, we welcomed Governor Brown and his Cabinet and added several new members from the Valley in the State Legislature. In addition, we added many new faces to the Partnership board who will take part in strategic planning over the next year to lead the future of the organization.

We want to thank the board members for their commitment to the Valley and years of service. 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 is one of the boldest movements of civic leadership this region has seen, and the collaborative effort involving businesses, governments, nonprofits and community sectors has taken a number of innovative steps to address economic, environmental and social equity issues facing the Valley.

As one example, the Partnership is coordinating the Smart Valley Places initiative, a compact of 14 Valley cities as well as four regional nonprofit organizations that builds on the Partnership's Strategic Action Proposal and the San Joaquin Valley Regional Blueprint's smart growth principles. Smart Valley Places is the region'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 the health and prosperity of the region as well as the entire state of California.

Through the Valley Legacy initiative, the Partnership also is addressing one of the more critical economic development issues -- aligning education with future workforce opportunities. The Partnership is bringing 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. Valley Legacy is using a California Workforce Investment Act grant to develop 12 demonstration projects throughout the region.

The Partnership and the San Joaquin Valley Regional Policy Council have been instrumental in supporting the State's applications for federal high speed rail funds, resulting in the state receiving, by far, the greatest share of any state in the nation. The total federal funding for this true high-speed rail project has reached nearly \$3.5 billion, leveraged by state bond funds to provide \$6.33 billion in federal and state funding. Additionally, the decision was made by the Federal Railway Administration and the California High-Speed Rail Authority to start construction of the alignment in the Central Valley -- these dollars and jobs will begin in our region. This is due in large part to the ongoing support by the Partnership board, the Councils of Government, cities, counties and organizations throughout the Valley that continue to express their enthusiasm and coordinate to transform the way the Valley will connect to the rest of the state.

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 which have given support through in-kind and financial contributions, specifically, Kaiser Permanente Central Valley and Valley CAN.

In addition, we would like to thank the Councils of Government in each of the Valley's eight counties for their financial support and dedication, and we want to thank everyone who has contributed their time and expertise to our 10 work groups.



There is still much work to be done. But Valley residents should be encouraged by the promising steps that have been taken. 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 Swearingin
Partnership Chair
Mayor
City of Fresno

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

Victoria Bradshaw
Partnership Deputy Chair
Principal
California Strategies LLC



California Partnership for the San Joaquin Valley

October 2011

Dear Governor and Members of the Legislature,

As our Valley continues to endure these difficult economic times, it is clear that the work of the California Partnership for the San Joaquin Valley has mobilized a network of stewards dedicated to the region and its role in the state's vitality. It has become more critical than ever before that we continue regional collaboration, share best practices and build on the regional knowledge base system that has been developed. We are now in year four of the vast and multifaceted 10-year Strategic Action Plan; much has been gained through its implementation, specifically the development of other regional efforts including Valley Legacy and Smart Valley Places. Through the Partnership, the public and private sectors are driving toward improving the quality of life for our residents, for generations to come.

Within this two-year reporting period, new alliances have been developed which have proven most impactful. The success that has been achieved required the joint efforts and contributions from a myriad of community and business leaders, government officials, educators, policymakers and residents from all eight counties. With this extraordinary synergy, forward progression continues and, consequently, the Valley benefits. The Valley's collaborative culture has fast gained recognition evidenced by other regions desiring to replicate our partnership as knowledge is shared throughout the state and the nation.

As the Secretariat, the Office of Community and Economic Development at California State University, Fresno provides the administrative, communications, government affairs and financial leadership for the Partnership. During the last two years, Secretariat staff has actively explored funding opportunities to replace the original \$5 million state grant so the Partnership may keep moving forward. In addition to a generous allotment from Fresno State's President and Provost, Secretariat staff was able to secure a \$150,000 U.S. Economic Development Administration University Centers grant, a \$2 million California 15% discretionary Workforce Investment Act grant, and a \$4 million dollar U.S. Department of Housing and Urban Development Sustainable Communities Initiative grant to supplement Partnership activities. Moreover, Secretariat staff continues working toward establishing a creative and sustainable funding plan that will allow for full implementation of the 10-year Strategic Action Plan.

Nurturing sustainable development efforts is a common thread throughout Partnership activity; the Valley's economic, environmental and social equity issues are woven together creating an interrelated system. This unmistakable dynamic is why the regional approach is effective and must continue. Almost all of the issues we face do not recognize jurisdictional boundaries. Water, air, transportation, education, energy, housing, economic and workforce development all cut across city and county lines and need to be addressed from a regional perspective. Through a consensus-building process, the Partnership has become an organized body that permits the Valley to problem-solve and speak with a unified voice to state and federal legislators and policymakers.

Repeatedly, parochial interests are being set aside to pursue regional interests. It is important to highlight these tangible successes, a result of our collaborative approach:

- At the request of the California Business, Transportation and Housing Agency (BTH), Partnership staff in cooperation with seven of the 10 Partnership work groups prepared a Regional Economic Recovery Work Plan (Plan) for the Valley. The purpose of the Plan was to identify projects and programs that can be immediately initiated to maximize the impact of the funding provided by the American Recovery and Reinvestment Act of 2009 (ARRA). Partnership staff monitored and communicated funding opportunities to officials in the Valley's eight counties as well as provided support as needed. As a result, the Valley realized the highest per capita ARRA funding in the state.
- The Partnership received and implemented the \$2 million Workforce Investment Act grant with the objective to align the San Joaquin Valley's K-12, higher education, and workforce investment board systems to better prepare young people for



occupations in high-growth industry sectors in the Valley. Those sectors include water technology, renewable energy, food processing, agricultural technology and biotechnology - all industries that are closely tied to agribusiness, the heart of the regional economy - as well as manufacturing and supply chain management. Through a series of demonstration projects spread across eight counties, grant monies are used to train workers in basic job skills, vocational English language skills, and computer literacy. In addition, entrepreneurship development centers were established at three locations across the Valley to prepare participants for self-employment. This project is designated as Valley Legacy.

- The Partnership, in conjunction with 14 Valley cities, Fresno State, the San Joaquin Valley Regional Policy Council, the California Central Valley Economic Development Corporation, and several nonprofit organizations, was awarded a \$4 million Sustainable Communities Initiative grant by the U.S. Department of Housing and Urban Development to fund the creation of a Regional Plan for Sustainable Development for the San Joaquin Valley. This project is designated as Smart Valley Places.
- The Partnership has been a strong supporter of the high-speed rail project from the very beginning. As ARRA funds became available for high-speed rail, the Partnership worked closely with the San Joaquin Valley Regional Policy Council (RPC) to support the state's application for \$1.4 billion in stimulus funds for two Valley high-speed rail segments. While there were attempts to have the Valley prioritize either a north or south segment, the RPC and Partnership were firm that the Merced to Bakersfield segment of the first phase should not be bifurcated but prioritized as one project. The result was that the Valley segment was given the highest priority for use of funds by the Obama Administration.

These accomplishments are not the Partnership's alone and, therefore, we do not celebrate them alone. We have the privilege and benefit of partnering with passionate individuals whose work ethic and dedication for the Valley is the driving force toward improving our region on multiple fronts. We have experts and volunteers investing their time and talents through the Partnership's 10 work groups, Valley Legacy, Smart Valley Places, and other Partnership-related entities; and they are truly making a difference. Thanks to their efforts, the promise of the Partnership is being fulfilled in communities throughout the Valley.

Mike Dozier
Partnership Secretariat
Office of Community and Economic Development
California State University, Fresno

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Measuring Progress

California Partnership for the San Joaquin Valley



California Partnership for the San Joaquin Valley

Program Leadership and Partners

The original governing structure for the Partnership - the Board, work groups and committees - provides the overarching vision, support and expertise to sustain an organic platform for realignment and an innovative approach to regional challenges.

2010 Board of Directors

Secretary Victoria Bradshaw

Partnership Chair,
California Labor and Workforce
Development Agency

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Partnership Deputy Chair,
Chairman, The Grupe Company

Ashley Swearingin

Partnership Deputy Chair,
Mayor of Fresno

Secretary Linda Adams

California Environmental
Protection Agency

Secretary Kim Belshé

California Health and
Human Services Agency

Secretary Dale Bonner

California Business, Transportation
and Housing Agency

Secretary A. G. Kawamura

California Department of
Food and Agriculture

Secretary Bill Leonard

California State and
Consumer Services Agency

Secretary Bonnie Reiss

California Office of the
Secretary for Education

Secretary Lester Snow

California Natural Resources Agency

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James A Aleru, CPA/ABV, CVA

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Representative, San Joaquin Valley
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Consortium

Frank Bigelow

Madera County Board of Supervisors

Sid Craighead

Avenal City Council

DeeDee D'Adamo

Representative,
California Air Resources Board

Corwin Harper

Representative, Hospital Council of
Northern and Central California

Barry Hibbard

Representative, California Economic
Strategy Panel

Farrell Jackson

Mayor of Oakdale

Sunne McPeak

California Emerging Technology Fund

Luisa Medina

Central California Legal Services

Michael Navarro

Lionakis Beaumont Design Group

Mike Nelson

Merced County Board of Supervisors

Leroy Ornellas

San Joaquin County
Board of Supervisors

Richard Ortega

Tulare City Council

Pete Parra

Representative,
California Workforce
Investment Board

David Quackenbush

Representative,
Central Valley Health Network

Paul Saldana

Representative,
California Central Valley
Economic Development
Corporation

Ray Watson

Kern County
Board of Supervisors

Peter Weber

Representative,
Federal Interagency Task Force



California Partnership for the San Joaquin Valley Program Leadership and Partners

2011 Board of Directors

Ashley Swearingin

Partnership Chair,
Mayor of Fresno

Victoria Bradshaw

Partnership Deputy Chair,
Public Affairs Consultant,
California Strategies LLC

Corwin Harper

Partnership Deputy Chair,
Senior Vice President,
Kaiser Permanente Central Valley

Acting Secretary Linda Adams

California Environmental
Protection Agency

Secretary Anna Caballero

California State and
Consumer Services Agency

Secretary Diana Dooley

California Health and
Human Services Agency

Secretary John Laird

California Natural Resources Agency

Secretary Marty Morgenstern

California Labor and Workforce
Development Agency

Secretary Karen Ross

California Department of
Food and Agriculture

Acting Secretary Traci Stevens

California Business, Transportation
and Housing Agency

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James A Aleru, CPA/ABV, CVA

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Representative, Hospital Council of
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Darius Assemi

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Tim Bakman

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Frank Bigelow

Madera County Board of Supervisors

Judith Case

Fresno County Board of Supervisors

Mike Chrisman

National Fish and Wildlife Foundation

DeeDee D'Adamo

Representative, California Air Resources
Board

Benjamin Duran

Representative, Central Valley Higher
Education Consortium

Carole Goldsmith

West Hills Community
College District

Pat Gordon

JBT Corporation

Barry Hibbard

Representative, California Economic
Strategy Panel

Blake Konczal

Representative, Central California
Workforce Collaborative

Sunne McPeak

California Emerging
Technology Fund

Luisa Medina

Central California Legal Services

Steven Nelsen

Visalia City Council

David Nelson

A.G. Spanos Companies

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Gustine City Council

Pete Parra

Representative, California
Workforce Investment Board

David Quackenbush

Representative,
Central Valley Health Network

Paul Saldana

Representative,
California Central Valley
Economic Development
Corporation

Ted Smalley

Tulare County Association of
Governments

Ray Watson

Kern County
Board of Supervisors

Peter Weber

Representative,
Federal Interagency Task Force



2010-2011 Secretariat

Office of Community and Economic Development
California State University, Fresno

Mike Dozier
Director

Christine Nutting
Associate Director

Jen Paul
Communications Director

Melanie Allen
Executive Support Coordinator

Angelica Cano
Accounting-Marketing Assistant

Sally Cardell
Budget Analyst

Stacie Dabbs
Government Affairs Manager

Shelby Gonzales
Budget Manager

Ismael Diaz Herrera
Program Manager

Marcia Martin
Communications Coordinator

2010 Work Group Consultants

Advanced Communications
Services
Great Valley Center
Dejeuné Shelton, Interim
Executive Director

Air Quality
The Maddy Institute,
California State University, Fresno
Mark Keppler, Executive Director

Economic Development
California Central Valley
Economic Development Corporation
Jennifer Faughn, President,
Strategy One

Energy
San Joaquin Valley Clean
Energy Organization
Paul Johnson, Adviser

Great Valley Center
Dejeuné Shelton,
Interim Executive Director

Health & Human Services

Higher Education &
Workforce Development
Higher Education:
Central Valley Higher
Education Consortium,
California State University, Fresno
Michele Lahti, Director

Workforce Development:
Central California
Workforce Collaborative
Jeff Rowe, Director,
Stanislaus Alliance WorkNet

Land Use, Agriculture & Housing
Great Valley Center
Dejeuné Shelton,
Interim Executive Director

PreK-12 Education
Central Valley Educational
Leadership Institute,
California State University, Fresno
Walt Buster, Co-Director
Marcy Masumoto, Project Director

Transportation
San Joaquin Valley Regional
Policy Council
Tony Boren, Executive Director,
Fresno Council of Governments

Water Quality, Supply &
Reliability
California Water Institute,
California State University, Fresno
David Zoldoske, Director
Jim Tischer, Program Manager
Sarge Green, Program Director



2011 Work Group Consultants

Advanced Communications Services

Great Valley Center
Dejeuné Shelton, Interim Executive Director

Air Quality

The Maddy Institute,
California State University, Fresno
Mark Keppler, Executive Director

Economic Development

California Central Valley
Economic Development Corporation
Jennifer Faughn, President,
Strategy One

Energy

San Joaquin Valley Clean
Energy Organization
Paul Johnson, Adviser

Great Valley Center

Dejeuné Shelton,
Interim Executive Director

Health & Human Services

Higher Education & Workforce Development

Higher Education:
Central Valley Higher
Education Consortium,
California State University, Fresno
Benjamin Duran, President,
Merced College

Workforce Development:

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

Housing

San Joaquin Valley Housing Collaborative
Mike Dozier, Director,
Office of Community and
Economic Development,
California State University, Fresno

PreK-12 Education

Central Valley Educational
Leadership Institute,
California State University, Fresno
Walt Buster, Co-Director
Marcy Masumoto, Project Director

Sustainable Communities

San Joaquin Valley
Regional Policy Council
Barbara Steck, Deputy Director,
Fresno Council of Governments

Water Quality, Supply & Reliability

California Water Institute,
California State University, Fresno
David Zoldoske, Director
Jim Tischer, Program Manager
Sarge Green, Program Director

2011 Advisory Committee

Fritz Grupe

Chairman, The Grupe Company

Ronald Addington

President/CEO,
San Joaquin County Business Council

Valley Legacy | Program Leadership and Partners

For each grant awarded to the Partnership, a circle of champions is quickly identified to ensure maximum collaboration, collective intelligence and outcomes for the San Joaquin Valley.

2010-2011 Valley Legacy Leadership Council

Dr. John Welty, President
California State University, Fresno

Dr. William Covino, Provost
California State University, Fresno

Mike Dozier, Director
Office of Community and
Economic Development

Shelby Gonzales, Budget Manager
Office of Community and
Economic Development

Ismael Díaz Herrera, Program Manager
Office of Community and
Economic Development

Blake Konczal, Executive Director
Fresno Regional Workforce
Investment Board

Pam Lassetter, Assistant Director
Fresno Regional Workforce
Investment Board

Christine Nutting,
Associate Director,
Office of Community and
Economic Development

Jeff Rowe, Director
Stanislaus County Alliance WorkNet

Peter Weber, Board Member
California Partnership for the San
Joaquin Valley

Demonstration Sites

Fresno County

- Reedley College, Reedley
- Sanger High School, Sanger

Kern County

- Bakersfield College, Bakersfield
- Delano Union School District, Delano

Kings County

- Corcoran High School, Corcoran

Merced County

- Pacheco High School, Los Baños

Tulare County

- Pixley Adult School, Pixley

San Joaquin County

- Stockton Adult School, Stockton

Stanislaus County

- Ceres Adult School, Ceres
- Patterson High School, Patterson
- Waterford High School, Waterford

Workforce Investment Boards

Fresno Regional Workforce
Investment Board

Kern County Employers'
Training Resource

Kings County
Job Training Office

Madera County
Workforce Assistance Center

Merced County
Workforce Investment Board

San Joaquin County
Workforce Investment Board

Stanislaus County Alliance WorkNet

Tulare County
Workforce Investment Board

Partnering Organizations

California Partnership for
the San Joaquin Valley

California Central Valley
Economic Development Corporation

Central Valley Higher
Education Consortium,
California State University, Fresno

Central Valley Educational
Leadership Institute,
California State University, Fresno

International Center for
Water Technology,
California State University, Fresno

Great Valley Center

San Joaquin Valley
Clean Energy Organization

West Hills Community
College District

The Maddy Institute,
California State University, Fresno

Central California
Workforce Collaborative

Lyles Center for Innovation
and Entrepreneurship





Smart Valley Places | Program Leadership and Partners

For each grant awarded to the Partnership, a circle of champions is quickly identified to ensure maximum collaboration, collective intelligence and outcomes for the San Joaquin Valley.

2011 Community Leadership Group
California Coalition for Rural Housing

Central California Regional Obesity
Prevention Program

Local Government Commission

American Farmland Trust

2011 Partnering Organizations
California State University,
Fresno Foundation

Office of Community and
Economic Development,
California State University, Fresno

California Partnership for
the San Joaquin Valley

Community and Regional
Planning Center

San Joaquin Valley Regional
Policy Council

California Central Valley Economic
Development Corporation

The Planning Center |
DC&E Consultant

2011 Compact Cities

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

The Partnership



Executive Summary

The California Partnership for the San Joaquin Valley (Partnership) has expanded far past the original board of directors and the 10 work groups as new developments have required additional networks and flexibility. This organic structure has allowed the Partnership to strategically react effectively to take advantage of new opportunities presented at state and national levels; and increase its overall ability to impact change up and down the San Joaquin Valley (Valley). This report provides a comprehensive presentation of the Partnership's work and a two-year projection for The New Valley, Valley Legacy, and Smart Valley Places. Additionally, the connectivity and unique position of the Partnership will be illustrated through the various efforts within the Valley, the expertise of the Secretariat as well as the leadership and involvement of Governor Brown's Administration.

Secretariat

As the Secretariat, the Office of Community and Economic Development at Fresno State (OCED) has the unique opportunity to serve the region and align the university's resources with Valley initiatives. Additionally, it provides a platform to leverage OCED programs, communications and key relationships with internal and external stakeholders. By leveraging, sustainability of the Partnership administration and the work groups has proven successful during a time when funding was limited.

The New Valley

10-Year Strategic Action Plan

The New Valley is the continuing effort of the original 10-year Strategic Action Plan. Even though the work groups were not funded as in previous years, they continued to move forward with limited resources. This transition provided an opportunity for the work groups to reassess and revise their work plan and identify funding needs.

Valley Legacy

Workforce Investment Act Grant

Encouraging transformation within the educational system is a complex challenge that requires the integration of various components. Valley Legacy is an innovative pilot program to realign the educational system to produce outcomes. It was put into motion by a \$2 million grant awarded to the Partnership which was funded by the Governor's Discretionary Workforce Investment Act (WIA). Its purpose is to coordinate education and training efforts for high-wage, high-demand jobs.

This program is executed by seven of the Partnership work groups as well as Lyles Center for Innovation and Entrepreneurship at California State University, Fresno and seven county workforce investment boards (WIBs). A

seamless system is being developed that connects existing workforce development entities which yield workforce skills needed by the targeted industry clusters. Through a series of demonstration projects spread across seven counties, 200 adults and youth have been enrolled in programs that teach basic job skills, vocational English language skills, computer literacy, and entrepreneurship, and which target knowledge in water technology, renewable energy, food processing, agricultural technology and biotechnology, manufacturing and supply chain management.

Smart Valley Places

Sustainable Communities

Initiative Grant

Building upon the framework of the Partnership's 10-year Strategic Action Plan and the San Joaquin Valley Regional Blueprint's smart growth principles, Smart Valley Places is developing our region's roadmap to more transportation choices, equitable affordable housing, economic competitiveness, and healthier, safe and walkable neighborhoods throughout the eight-county region.

As the Valley's regional network, the Partnership was awarded a \$4 million Regional Planning Grant by the U.S. Department of Housing and Urban Development (HUD) to refine a Regional Plan for Sustainable Development for the San Joaquin Valley. Driven by 14 urban cities from within the Valley's eight counties, in partnership with Fresno State, the San Joaquin Valley Regional Policy Council, the California Central Valley Economic Development Corporation, and several nonprofit organizations including California Coalition for Rural Housing, Local Government Commission, American Farmland Trust and the Central California Regional Obesity Prevention Program.

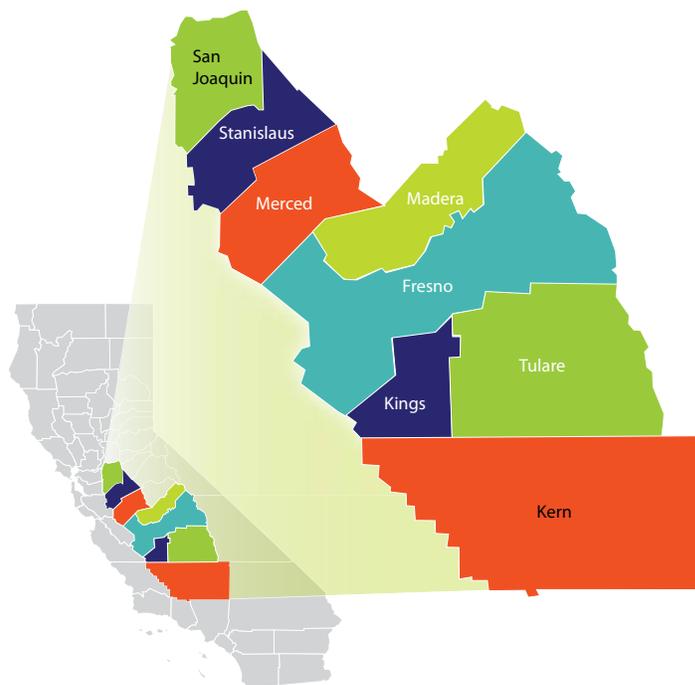
Financials

The Partnership secured more than \$6 million in grant funding providing support to seven of the 10 work groups, more than 50 subcontractors and Secretariat operations. Due to the generous support of Fresno State's President Welty and Provost Covino, the Secretariat receives more than \$90,000 a year to provide administrative support to Partnership activities that are not grant-funded. Secretariat staff has written several grants to support administrative operations in 2011 which are pending and will not be received until 2012. Additionally, the region demonstrated its support for the Partnership and its work; as a result, the Secretariat is able to commit to raising the necessary funds to host the 2011 Summit, ELEVATE.



Evolution of the Partnership

Those familiar with the San Joaquin Valley know that historically it is often overlooked when it comes to funding at the state and federal levels; though its challenges are unique in comparison to other California regions. This is made clear throughout the statistical research found later in this report. Fortunately, a circle of champions decided that something needed to be done. Through significant collaboration, strategic planning, consensus building, fact-based decision-making and sweat equity, a few citizens pushed forward; the Partnership was born and is now serving all the citizens of the Valley.



“For decades, the San Joaquin Valley had been neglected by both the state and federal government. That was partly our fault because the Valley didn’t speak with one voice. The Partnership was formed to create a venue where the eight counties could agree on priorities, work on them together, and speak with one voice to Sacramento and Washington, D.C. After more than a year of trying to advance the idea through Governor Schwarzenegger’s staff, we finally were able to pitch it directly to the governor who said, ‘This is a fantastic idea.’ Three months later, he issued an executive order creating the Partnership.”

Pete Weber

Board of Directors, California Partnership for the San Joaquin Valley

Set in motion in June 2005 by an executive order from Governor Schwarzenegger, the California Partnership for the San Joaquin Valley is an unprecedented public-private partnership sharply focused on improving the region's economic vitality and quality of life for the 3.9 million residents who call the San Joaquin Valley home. With Executive Order S-05-05, Governor Schwarzenegger addressed the unique challenges facing the Valley as well as the region's economic significance to California; and he founded the Partnership. While the Valley is one of the most productive agricultural regions in the world, the economic well-being of its residents lags well behind state and national averages. The Valley also is affected by poor air quality that has repeatedly failed to meet U.S Environmental Protection Agency standards. Despite these challenges, the Valley received substantially less per capita funding than the averages for California and the United States. State and federal leaders had neglected the Valley for too long. The creation of the Partnership was designed to address the region's challenges while establishing a solid framework for the future.

As part of Executive Order S-05-05, Governor Schwarzenegger requested from the new Partnership a Strategic Action Proposal that provided recommendations to improve the economic condition of the Valley. In October 2006, the group delivered its recommendations in its Strategic Action Plan (SAP): "The San Joaquin Valley, California's 21st Century Opportunity." The SAP developed three overarching goals for the Valley: to develop a prosperous economy, create a quality environment, and achieve social equity. The initial grant that launched the Partnership has come to a close; but, the Partnership continues.

A Laboratory for Regional Stewardship

Two grants awarded in November 2009 ensured the continuance of the Partnership's work. Moreover, Secretariat staff continues working toward establishing a sustainable funding plan for the Partnership, one that will allow for full implementation of the 10-year SAP, now designated The New Valley. In July 2010, Governor Schwarzenegger's Executive Order S-10-10 extended the Partnership indefinitely and established governance guidelines.

Regional Solutions to Regional Problems

Changing the economic future and overall well-being of the Valley is our primary focus. The challenges confronted by the Partnership are those crossing multiple jurisdictions such as air quality, water and broadband. The Valley's eight counties and 62 cities working together results in the best solutions being implemented, by maximizing resources and integrating multidimensional, jurisdictional plans. With the support of our partners and continued regional collaboration, our vision for our Valley will come to fruition.



"The California Partnership for the San Joaquin Valley is a pioneering breakthrough in governance that is a model for the state. It grew out of the civic leadership in the region which knew that strength would come from working together to attract resources and assistance in driving economic prosperity, quality of life, and greater opportunity for all. Those visionaries secured a unique partnership with the State of California that has laid a solid foundation for attracting the essential attention and investments to achieve the full potential of our beloved San Joaquin Valley."

Sunne Wright McPeak

Executive Director, California Emerging Technology Fund



Secretariat and Administration Report

In 2006, the Office of Community and Economic Development (OCED) at California State University, Fresno was appointed as the Secretariat for the California Partnership for the San Joaquin Valley. Charged with providing administration support, including communications, government affairs, strategic planning, fiscal analysis and sustainability, OCED staff embraced the challenge and continues to drive new initiatives for the betterment of the San Joaquin Valley.

Open System Community Network

It has become abundantly clear that the Partnership along with the Secretariat has evolved into a nexus of partnering organizations, a collaborative infrastructure, regional, state and federal information and best practices. Connecting the public sector and interfacing with the private sector and

communities is an ongoing challenge but a great opportunity to maximize impact while leveraging new opportunities. A new system is in development, pending funding. Its purpose is to provide Partnership work groups, public elected officials and state and local agencies with relevant, real-time data that will empower leadership to practice fact-based decision-making. Through various sources, precise information must be obtained and synthesized by highly skilled people with a strong understanding of governmental functionality, role and influence and with the objective to support community leadership in driving toward impactful, measurable efforts. This process cannot be automated; it requires relationship development and management, trust building, and a holistic approach to allow the Partnership to be agile while maximizing effect. Responding to opportunity, acting on current trends, receiving feedback and developing action plans requires innovative people working directly with others and synthesizing information. This allows an interconnected approach.





Communications

Expanding the communications effort is essential, especially for collaborative endeavors involving numerous partners throughout our large geographical area. The Secretariat was able to develop a multidimensional communications platform utilizing new technologies while protecting the integrity of the Partnership's family of brands on a shoestring budget. However, a key function of the Secretariat in moving the Partnership forward will be to expand the communications platform.

New Programs and Brand Development

In the past two years, numerous new programs were developed and launched. Each program required brand development to ensure clear and effective communication. Special attention was given to the Smart Valley Places brand in its development as part of the California Partnership for the San Joaquin Valley's family of brands, as was Valley Legacy. This also is true for ValleyInternships.com, a new

program targeting Valley high school and college graduates for assistance in finding positions locally so they will consider staying "home" rather than relocating to other cities. These three programs are Valley-wide and support the Partnership's six initiatives. A logo, website, social media, letterhead, boiler plate, and factsheet were created for each program. In addition, intranets were developed for Valley Legacy and Smart Valley Places in an effort to increase collaboration effectiveness, share best practices and establish transparency. Maintaining the Partnership's brand integrity and its affiliate programs strengthens brand recognition and visibility.

Multimedia Communications Platform

Significant advancement in technology has allowed the Secretariat to pursue a multidimensional communications strategy that includes numerous channels.

Reporting

The Secretariat publishes multiple reports a year to ensure



transparency and effective communication for all Partnership-related activities. Quarterly board reports were published during 2010-2011 which were disseminated electronically to the board and posted on the Partnership website. Each report was a comprehensive communication piece which discussed activities, accomplishments and future plans. Additional reports include the Partnership's 2009 report and the Valley Legacy progress report; each external stakeholder and community partner was represented and acknowledged for their contribution to the collaborative. These reports were distributed to Valley community leaders, academic leaders and public elected officials, and private and public agencies.

Print Collateral and Presentation Materials

Outreach education is critical to the overall success of the Partnership and its initiatives; therefore, significant time was dedicated to producing print collateral and presentation materials. A key focus during the past two years was to develop communication pieces showing Partnership accomplishments per county. Print material and PowerPoint presentations were revised to reflect current activities and accomplishments and are essential tools as the Secretariat continues to apply for grant funding, foundation support and new partnerships.

E Distribution and Contact Database

The database organizes stakeholders by sector and industry. Through various strategies, including contact lists for each program and the "sign-up" function available on the website, potential stakeholders may become involved in various programs. The Secretariat currently has 2,731 stakeholders in the database.

Collaboration Tools

Intranets were developed to increase the collaboration and education for the various grants managed by the Secretariat. The Partnership is an eight-county organization; therefore, developing collaboration tools is an essential component to the implementation and success of the regional initiatives. Additional collaborative tools are being used, such as GoToWebinar.

Websites

The Secretariat manages several websites which continue to be improved and connected with the cyber community. The communications team updates specific elements for relevance, including an active calendar as well as a document library with board agendas and minutes, board and work group reports, , and resource documents. Social marketing has been integrated into the websites to ensure maximum utility and impact.

Social Media Development

Secretariat staff has developed a multidimensional social media platform that focuses on targeting key external

stakeholders and community leaders. Facebook pages were developed for California Partnership for the San Joaquin Valley and Smart Valley Places. Each Facebook page links to other Facebook pages creating a web of connectivity crossing jurisdictional lines through cyberspace. Additionally, other social media channels are connected to each Facebook page including Twitter, YouTube, Vimeo and Flickr. Through analytics it is clear that these channels provide an additional method of reaching desired audiences while creating a two-way conversation. [Insert social media icons]

Video Production

In an effort to capture the outcomes from the various Partnership initiatives, two videos were produced to incorporate social and viral marketing efforts. These have been essential tools in advocating for additional funding. Seeing the faces of the Valley citizens that the Partnership has served has been a great addition to communications efforts. These videos may be viewed at www.youtube.com/ocedFresno.

Speaking Engagements

Partnership board members and work group consultants are frequently asked to speak as the regional expert on various topics throughout California. Additionally, Mike Dozier, lead executive for the Partnership Secretariat, has presented on the work of the Partnership and its various initiatives at conferences, panel discussions and social group meetings. Through these speaking engagements, the brand of the Partnership and its work groups has been elevated while key relationships are developed through open conversation.

Media Relations

Traditional methods of communications efforts with the media will continue including press releases, media advisories, and editorial content and interviews. All Secretariat programs have received considerable media recognition for its work, as Mike Dozier and key board members have been interviewed and quoted by media sources, which include print, radio and television, throughout the Valley. The Secretariat also has partnered with Fresno State's Communications Department and various colleges, centers and institutes in an effort to leverage resources and insure maximum outcomes.

Public Affairs

Meeting and Participation

Legislative Staffers Network — The Partnership continues to hold monthly conference calls with federal and state legislative staffers to discuss issues and challenges of regional importance as well as identify opportunities to work together for the betterment of the San Joaquin Valley.

San Joaquin Valley Regional Policy Council — Partnership staff maintains regular communication with the San Joaquin Valley Regional Policy Council through attending and



reporting at quarterly meetings. The Partnership continues to coordinate with the Regional policy Council to support several regional projects and policies, including the protection of Short Haul Rail lines in the San Joaquin Valley and the implementation of the San Joaquin Valley Regional Blueprint. Additionally, the Regional Policy Council serves as convener of the Sustainable Communities Work Group.

San Joaquin Valley Regional Planning Agencies, Director's Committee — Partnership staff attends monthly meetings of the eight directors of the Valley's metropolitan planning organizations which drive the Valley's regional transportation strategies and projects. A report from the Partnership is a standard agenda item, and the opportunity is used to not only communicate the work of the Partnership to the COGs but also to coordinate on regional issues such as short haul rail, high-speed rail, goods movement and Blueprint implementation.

Policy Efforts

High-Speed Rail — The Partnership along with the San Joaquin Valley Regional Policy Council, its Sustainable Communities Work Group consultant, remains a strong supporter of the California High-Speed Rail project in the San Joaquin Valley. In December 2010, the California High-Speed Rail Authority voted to begin construction of the statewide system in the heart of the Valley, connecting Los Angeles to the Bay Area. This decision followed a mandate by the Federal Railroad Administration that all of the federal funding award must be dedicated to a single section of the project in the Central Valley. Additionally, the U.S. Department of Transportation recently redirected an additional \$624 million in funding to California from projects in other states. This additional federal investment coupled with state matching dollars brings the total available funds for beginning construction to more than \$6 billion. Construction is slated to begin in 2012 with the segment completed in the fall of 2017.

www.cahighspeedrail.ca.gov

ARRA Tracking — In an effort to assess the impact of the American Recovery and Reinvestment Act (ARRA) within the San Joaquin Valley, the Partnership produced a Valley-wide ARRA funding update in August 2009. Several updates produced by the Partnership throughout 2010 assessed the Valley region on a per capita basis compared to other regions of the state, as well as compared the eight Valley counties by total funding amount and number of projects. Millions of dollars were allocated across the state; however, the Valley consistently ranked in the bottom three of nine regions in the state for per capita ARRA dollars. However, following the considerable ARRA investment in California's High-Speed Rail projects in the Valley, the region ranked second of the nine regions in the state by January 2011. Visit ARRA Funding Update located on the Partnership website.

Valley Voice — Every year, the Partnership participates in an advocacy program lead by the San Joaquin Valley Regional Policy Council which organizes elected officials and staff, from throughout the region, around several core projects and policy issues. Through this effort, a delegation from the Valley travels to Sacramento and Washington, D.C., to meet with our region's legislators and agency staff to discuss and advocate for the San Joaquin Valley. The Partnership remains an active participant in this program.

Public Outreach

The Maddy Forum — Government Affairs Manager Stacie Dabbs hosted a series of segments for the radio public affairs program The Maddy Forum, a joint production of 90.7 KFSR and The Kenneth L. Maddy Institute at Fresno State. Ms. Dabbs interviewed a number of regional leaders and community advocates on issues such as the Valley's physician shortage, the role of entrepreneurship in economic recovery and the unique challenges of the Valley's rural communities.

Rural Outreach

San Joaquin Valley Rural Development Center (see Leveraged Programs) — Secretariat staff has facilitated direct technical assistance, resources and/or expertise to 13 different rural communities in the region since October 2010. The communities are:

- Biola, Fresno County
- Corcoran, Kings County
- Easton, Fresno County
- Firebaugh, Fresno County
- Huron, Fresno County
- Linnell, Tulare County
- Livingston, Merced County
- Mendota, Fresno County
- San Joaquin, Fresno County
- South Dos Palos, Merced County
- Stratford, Kings County
- Tranquillity, Fresno County
- Woodville, Tulare County



Leveraged Programs

The Secretariat, Office of Community and Economic Development, is an on-campus division at California State University, Fresno dedicated to aligning the University's intellectual capacity and innovation-driven economic development initiatives to improve the competitiveness and prosperity of the region. OCED goals are:

- Increase **Economic Innovation** throughout the eight-county region
- Develop effective systems that promote **Business and Industry Strategy**
- Enhance **Public Policy** in favor of the eight-county region
- Create strategic partnerships focused on **Community Development**
- Develop educational programs that empower the **Leaders** of tomorrow

Its role is to **link, align** and **leverage** the University and its resources to the needs of the community, which is done through several programs. The Partnership is leveraged with several programs:

San Joaquin Valley Rural Development Center

The Secretariat continues to facilitate the development of the San Joaquin Valley Rural Development Center (SJVRC). SJVRC is aligned with the principle of public service that is a pillar of Fresno State. SJVRC currently comprises 33 consortium partners committed to providing their services, expertise, and resources to rural communities in the region. The breadth of service areas and consortium partners within each service area continues to grow. SJVRC's consortium partners have met once a month since October 2010 to chart the course of sustainability for SJVRC. SJVRC has served 13 rural communities in the San Joaquin Valley. Technical assistance has been provided in the areas of clean energy, economic development, housing, financing, and water/wastewater infrastructure. SJVRC consortium partners have presented to the governing body of an unincorporated community's Community Service District. The Secretariat presented SJVRC's accomplishments at the "Place Matters" public health conference, organized by the Central Valley Health Policy Institute, on May 26 at Fresno State. SJVRC's activities have made it possible for the Secretariat to expand its capacity-building in rural communities while aligning the efforts to the goals of the Partnership.

Small Business Development Center

This is a collaborative partnership between the Office of Community and Economic Development, University of California, Merced, the Central Valley Business Incubator, Stanislaus County Alliance, and California State University, Bakersfield. Together, these organizations provide an infrastructure to foster Small Business Development Center (SBDC) activity, and reach businesses throughout the



San Joaquin Valley. SBDC provides one-on-one business consulting, workshops, research and online learning services.

Secretariat staff assisted with the organization of a Business Matchmaking event that took place in November 2010. The event provided procurement opportunities for regional small businesses. Secretariat staff also continues to promote the services of the SBDC as part of the San Joaquin Valley Rural Development Center by referring rural communities to its resources and services.

Cal Valley Tech

CVT, an innovation hub (iHub), is managed by the Central Valley Business Incubator (CVBI) with Merced County Department of Commerce, Aviation and Economic Development. This collaboration grew out of the SBDC Partnership between CVBI, the University of California, Merced, and the Office of Community and Economic Development. The CVT iHub leverages assets such as research parks, technology incubators, universities, and federal laboratories to provide an innovation platform for startup companies, economic development organizations, business groups, and venture capitalists. This service gives greater access to key partners and resources for technology transfer and commercialization as well as positions CVT as the sole iHub in the region. There are a total of 12 iHubs throughout California.

As part of the iHub designation, Mike Dozier chairs the California Association of Local Economic Development (CALED) Western Innovation Network (WIN) task force. WIN is a network of economic developers and universities to encourage technology transfer and commercialization in agriculture through the Agricultural Technology Innovation Partnership (ATIP), a nationwide partnership between the U.S. Department of Agriculture and U.S. Department of Defense.



Sustainability of the Partnership

Building trust and relationships up and down the Valley has put the Secretariat and the Partnership in prime position to lead the Valley toward regional solutions. Through collaboration and the unique regional structure, the Partnership is prepared to quickly apply for complex grants that require cross boundary programs and several regional partners. Therefore, the Secretariat has dedicated staff searching for funding opportunities and building relationships with funding representatives. This approach has proven to be successful as the U.S. Economic Development Administration (EDA), California's Workforce Investment Area (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 their funding programs.

Future Priorities

Throughout this report, the future priorities for The New Valley (10 work groups), Valley Legacy and Smart Valley Places are illustrated. Moreover, the board and the Secretariat also have set future priorities which are aligned, linked and leveraged with complementary initiatives, providing clear leadership and blazing the path for others to follow.

Job Development | Infrastructure Development | Smart Development

Job Development

By strengthening our regional industry clusters, developing our workforce skills and streamlining regulation, stronger 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 GoED (Governor's Office for Economic Development) and other public agencies while increasing effectiveness of education and workforce development, the Valley is positioned for success.

Infrastructure Development

Key focuses require immediate attention to ensure the Valley is not overlooked. These include water supply and reliability, Highway 99 improvements, high-speed rail and broadband deployment. New developments in these core areas are continuous and require constant attention.

Smart Development

Integrating smart growth principles into planning is essential to our region's progress. By creating more transportation choices, equitable-affordable housing, economic competitiveness, and healthier, safe and walkable neighborhoods, this will ultimately shape future growth

trends that will impact the health and prosperity of the region and the entire state of California. These are challenging issues that require collaboration and a true commitment to outcomes.

Financial Report

Overview

For the past two years, California Partnership for the San Joaquin Valley (Partnership) and its Secretariat, Office of Community and Economic Development at Fresno State, has been entrusted with significant state and federal funding. On Nov 1, 2009, they received the Valley Legacy (WIA) grant at \$2 million dollars, which funds seven work groups, 13 partners and partial Secretariat operations for two years (\$1 million a year). They were awarded a noteworthy collaborative grant through the Sustainable Communities Initiative. This program, Smart Valley Places, is a \$4 million grant for two years (\$2 million a year), funding 19 subcontractors and partial Secretariat operations and was awarded in 2010 when the EDA grant ended. Additionally, they receive generous support from California State University, Fresno with a financial allocation to the Partnership and hosting its staff on campus, which has positioned the Partnership as the regional collaborative model for the San Joaquin Valley.

Leveraging Funds

Recognizing the importance of leveraged funds as the best method of encouraging ownership and accountability with our partnering organization, both grants require leveraged funds. OCED is proud of the commitment of our partners to provide these funds and resources that will equal \$4.7 million dollars at the conclusion of the Valley Legacy and Smart Valley Places grants.

Funders

There is nothing more important to the Partnership and the Secretariat than the trust and confidence our grantors and sponsors have placed in the vision of the Valley. To that end, resources are diligently used to ensure grants are effectively managed, compliant, aligned with the grants' objectives, and technical support is provided to our partners and subcontractors.

The Partnership and the Secretariat appreciates the trust and investment of the funders as well as the overwhelming support of its partnering organizations:

U.S. Department of Housing & Urban Development
U.S. Environmental Protection Agency
California Department of Transportation
California Labor & Workforce Development Agency
California Employment Development Department





Budget and Expenditures

TIMEFRAME	01/01/10 - 06/30/11 Forecast			01/01/10 - 06/30/11 Actual			07/01/11 - 06/30/12 Forecast		
	Expense	In Kind	Total	Expense	In Kind	Total	Expense	In Kind	Total
INCOME									
University Allocation - OCED Contribution On Behalf of CPSJV	-	445,810	445,810	-	202,032	202,032		221,182	221,182
External Funding Sources	-	-	-	-	-	-			-
EDD Valley Legacy (WIA)	1,359,986	-	1,359,986	819,918	74,162	894,080	1,180,082	1,032,320	2,212,402
EDA University Center	255,898	-	255,898	76,645	4,637	81,282	-	-	-
HUD Smart Valley Places (SVP)	-	-	-	88,905	17,988	106,893	1,889,839	1,738,410	3,628,249
COG Support	-	100,000	100,000	-	113,000	113,000			-
Annual Summit and Report Sponsorships	-	42,397	42,397	-	-	-		90,000	90,000
TOTAL INCOME	1,615,884	588,207	2,204,091	985,468	411,819	1,397,287	3,069,921	3,081,912	6,151,833

SECRETARIAT EXPENSES	Expense	OCED In Kind	Total	Expense	OCED In Kind	Total	Expense	OCED In Kind	Total
Salaries/Benefits	484,368	52,672	537,040	401,716	226,499	628,215	305,319	196,932	502,251
Operating Costs	61,265	32,138	93,403	52,010	57,404	109,414	51,895	28,000	79,895
Annual Summit and Report	-	89,000	89,000	-	22,421	22,421	20,000	86,250	106,250
Subtotal of Expenses - OCED	545,633	173,810	719,443	453,726	306,324	760,050	377,214	311,182	688,396

	Expense	Partner In Kind	Total	Expense	Partner In Kind	Total	Expense	Partner In Kind	Total
WORK GROUPS AND PARTNERS <i>(Contracts under WIA)</i>	1,095,000	-	1,095,000	500,831	-	500,831	959,291	959,291	1,918,582
TULARE EDC <i>(Contract under EDA Grant)</i>	-	21,250	21,250	-	-	-	-	-	-
CITIES AND COMMUNITY LEADERSHIP <i>(Contracts under SVP)</i>	-	-	-	-	-	-	1,700,000	1,700,000	3,400,000
Subtotal of Expenses - Direct Costs	1,640,633	195,060	1,835,693	954,557	306,324	1,260,881	3,036,505	2,970,473	6,006,978
Foundation Indirect	30,251	338,147	368,398	30,911	105,495	136,406	33,416	111,439	144,855
TOTAL EXPENSES	1,670,884	533,207	2,204,091	985,468	411,819	1,397,287	3,069,921	3,081,912	6,151,833

The New Valley



The New Valley

Strategic Action Plan

10 Work Groups Serving the Valley through the “Art of Possible” Thinking

Building the Foundation

The California Partnership for the San Joaquin Valley (Partnership) has assembled 10 work groups for the purpose of facilitating substantial improvements in the Valley in these core areas:

- Advanced Communications Services
- Air Quality
- Economic Development
- Energy
- Health & Human Services
- Higher Education & Workforce Development
- Housing
- PreK-12 Education
- Sustainable Communities
- Water Quality, Supply & Reliability

The primary focus of the work groups is to implement a 10-year Strategic Action Plan (SAP). Where previous efforts to improve the San Joaquin Valley (Valley) may have focused on one or two of the 10 core areas, the Partnership has committed to advancing goals and objectives in all 10 areas.

Challenges

The progress achieved by the Partnership’s 10 work groups was astounding, especially given the challenges that many faced: financial hardships, political changes, and limited resources severely hampered many of the Partnership’s efforts during the past two years. However, thanks to the dedication and hard work of the work group participants, there was much to celebrate.

Without question, the most significant challenge facing the work groups was the lack of available funding. As California faced the worst economic crisis in decades, funding for new and existing work group projects became increasingly difficult to obtain. Fortunately, this was offset when the Partnership was awarded funding for Valley Legacy (November 2009), which supports efforts of seven of the 10 work groups and a portion of Secretariat administration.

Also, many efforts of the work groups were centered on ambitious, long-term projects (e.g., high-speed rail, a regional water plan, green energy) that involve significant regional planning. In such a down economy, it was often difficult to stimulate regionwide support for these projects and develop plans beyond the status quo. This, too, was overcome in many areas as the region agreed to stand together on multiple fronts.

Through continuous efforts of uniting the Valley, the Partnership overcame adversity. It’s important to recognize that every project the Partnership is involved in is geared to advance the entire eight-county region either directly or indirectly and to support a myriad of Valley stakeholders. The Partnership continues to double its efforts toward developing a strong, cohesive bond across the region that will increase support for regional project advantages, even when they may not benefit individual cities or communities directly.

Adapting to Change

As the Partnership evolves and expands its focus, it has been determined that some reflection is required. The work group consultants, conveners and key Secretariat staff reviewed the Strategic Action Plan and revised it to reflect the current external environment, ensure each goal was feasible, and maximize alignment with various organizations and partners. As a result, two of the work groups were restructured to serve the needs of the Valley and goals were adjusted to meet priorities.

This next section illustrates the following for each work group:

1. Mission
2. Recent Accomplishment and Impacts
3. Funded Two-Year Goals



Advanced Communications Services

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



Dejeunè Shelton, Interim Executive Director
www.greatvalley.org

Accomplishments

Project 1: Identify communities and neighborhoods without affordable connections to delivery of advanced communications services (ACS).

Impact: Based on information received from the California Broadband report, the Advanced Communications Services Work Group has been able to identify communities and neighborhoods without affordable connects to advanced communications services (ACS) and strategically apply for and receive funding to provide services in these areas.

Project 2: Identify and seek available funding for deployment of ACS.

Impact: Received funding from the California Community College Foundation to provide digital literacy training in 18 counties (Amador, Calaveras, Colusa, El Dorado, Fresno, Kings, Kern, Mariposa, Merced, Madera, Nevada, Placer, Tuolumne, Tulare, San Joaquin, Stanislaus, Sutter and Yuba) of the Central Valley and to increase the availability of affordable ACS in rural and other underserved areas. This program will generate 61,120 trained Californians and 9,168 new broadband subscribers.

Project 3: Increase utilization of ACS by all residents through several digital literacy programs throughout the Valley.

Impact: The Advanced Communications Services Work Group has been able to reduce the digital divide in small rural communities which had no access to digital literacy

opportunities. Hundreds of community members have been trained, and the plan is to train thousands more. The reduction of the digital divide will increase opportunities for those with the most need to seek and gain employment, education and other services/programs.

Project 4: Expand and replicate successful model programs to increase access to ACS and IT to bridge the digital divide.

Impact: Replicated the Pixley Connect Digital Literacy Project to Delano and Pixley. The Advanced Communications Services Work Group is working to launch the replication of the program in 18 communities throughout the Valley starting April 2011.

Project 5: Build upon ACS infrastructure for telemedicine and eHealth to promote other applications for education and economic development to increase access and affordability.

Impact: Worked with University of California, Merced to create a report on telemedicine and the benefits to Valley communities. Showcased Telemedicine and its benefits through a video production in collaboration with KVIE Digital Doctors which resulted in a 30-minute documentary shot on location. The documentary includes more than a dozen interviews and vividly illustrates how digital technology is transforming medical care, with specific examples from within the Valley. This program increased the awareness and support of telemedicine throughout the Valley with thousands of viewers watching the program.

Funded Two-Year Goals

1. Raise the profile of access to ACS as a fundamental and necessary service for all residents and businesses.
2. Increase the availability of affordable ACS in rural and other underserved areas by working with providers and organizations.
3. Increase number of collaborative partners participating in the Advanced Communications Services Work Group meetings. Work to bring in community partners, e.g., grassroots organizations, churches and nonprofits, to gain access to underserved populations.

4. Seek funding to support new ACS initiatives and programs to increase digital literacy and broadband access throughout the Valley. Submit at least two proposals per year to different foundations for support.
5. Work with local nonprofits, grassroots organizations, churches and school districts to identify community champions as advocates for this work.

Air Quality

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



Mark Keppler, Executive Director
www.maddyinstitute.org

Accomplishments

Project 1: State & federal funding

Impact: The most important thing the Air Quality Work Group has done is to obtain millions of dollars in funding for the San Joaquin Valley to support our accomplishments and goals that are outlined below. \$300 million of Prop 1B funding alone.

Project 2: Created San Joaquin Clean Energy Organization

Impact: Created incentives to accelerate adoption of stationary-emission reduction technology and encourage investment in clean energy and alternative fuels.

Project 3: Farm Bill- Equip Program

Impact: Farm Bill HR 2419 became law and included \$150 million (\$37.5M for each fiscal year, 2009 through 2012) to “provide payments...to producers to implement practices to address air quality concerns from agricultural operations and to meet federal, state, and local regulatory requirements. A substantial portion of the new air quality funding provided through the Environmental Quality Innovation Program’s (EQIP) Conservation Innovation Grants program is expected to directly assist farmers in California’s San Joaquin Valley. The Valley’s share of this funding should total approximately \$20-25 million/year.

Project 4: “Tune In-Tune Up,” a Valley Clean Air Now (Valley CAN) program

Impact: “Tune In-Tune Up,” a Valley Clean Air Now (Valley CAN) program established to reduce mobile source pollutants generated by older “out of tune” cars to all three communities. The initial data from the first two events reported 683 cars tested with 550 fails (81% failure rate). Total approximate cost of repairs is \$202,987. Early results indicate a cost effectiveness of \$1,524 per ton of reduced exhaust emissions.

Project 5: Encourage “green” local government policies and sustainable communities.

Impact: The San Joaquin Valley Air Pollution Control District (Air District) adopted an Energy Efficiency Strategy and, along with the San Joaquin Valley Clean Energy Office, has partnered with 37 small Valley jurisdictions to apply for federal stimulus funds to green local governments. Additionally, large jurisdictions within the Valley received direct stimulus funding for clean energy programs.

Project 6: Accelerate research on emission-reduction strategies and clean-air technologies establishing the San Joaquin Valley as a leader in innovation.

Impact: The Air District created the Ag Tech Committee which works through the San Joaquin Valley Study Agency and its researchers to discuss current and proposed projects. Since the creation of the Ag Tech Committee, extensive research has been planned and conducted on a variety of topics. Ag Tech’s efforts have focused on dairy and particulate research. Dairy projects have focused on assessment of VOC emissions from every aspect of dairy operations and have identified emissions from feed as unidentified areas of concern.

The Air District has adopted a Technology Advancement Program to provide funding and engineering support for the early introduction of low emissions technologies for mobile and stationary sources in the San Joaquin Valley, including expanding the capacity for local research and development in the San Joaquin Valley.

Project 7: Implement school bus fleet modernization

Impact: The Air District has secured \$29 million in state lower emission school bus program funds and \$4 million in federal stimulus funds which will facilitate the replacement of 170 pre-1980 model year school buses and the retrofitting of more than 800 additional buses.





Funded Two-Year Goals

1. Achieve U.S. Environmental Protection Agency standards for 8-hour ozone and PM2.5 by the current date, or as soon as practicable thereafter.
2. Encourage EPA adoption of tighter federal emission control standards.
3. Implement incentive mechanisms to accelerate adoption of air quality mitigation technologies.
4. Promote clean energy projects.
5. Improve transportation mobility and goods movement.
6. Encourage “green” local government policies and sustainable communities.
7. Accelerate research on emission reduction strategies and clean-air technologies, establishing the San Joaquin Valley as a leader in innovation

“The Maddy Institute is committed to finding bipartisan solutions to the challenges we face in the San Joaquin Valley that do not respect city or county lines. The Partnership has been instrumental in increasing awareness among key decision-makers about the efficiency and effectiveness of attacking our most important challenges – like air quality – from a regional perspective.”

Mark J. Keppler

Executive Director, The Maddy Institute



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.



Jennifer Faughn, President, Strategy One
California Central Valley
Economic Development Corporation
www.CentralCalifornia.org

Accomplishments

Project 1: Implement creative and collaborative solutions to regionwide infrastructure challenges

Impact: Worked closely with each member county of the California Central Valley Economic Development Corporation (CCVEDC) to compile a list of shovel-ready projects in the San Joaquin Valley for possible eligibility to receive American Recovery and Reinvestment Act funds.

Project 2: Advocacy

Impact: Conducted legislative visits to leaders in Sacramento to discuss the needs and challenges of economic development in the Valley.

Project 3: Focus on the growth of target industries

Impact: Worked with existing businesses in the Central Valley and:

- Hosted two business forums in northern and southern San Joaquin Valley.
- Increased the Executive Pulse tracking system by 3,000 businesses.
- Further developed “Start, Run, Grow” - an online resource providing businesses with a list of industry and service associations in their area. Available at www.valleybizconnect.org.

Project 4: Promote the region as a business location

Impact: CCVEDC aggressively promoted Central California as an attractive business location through various trade shows, trade missions, an e-newsletter, the web and a direct mail campaign. These efforts were further strengthened in 2009 by a seed grant secured through participation in the Partnership that helped to generate 560 new manufacturing jobs for the region. In the past five years, the CCVEDC has directly assisted in creating 1,187 jobs for the Valley, excluding county EDC numbers.

Project 5: Entrepreneurship

Impact: Within the Economic Development Work, the Lyles Center for Innovation & Entrepreneurship executed community college entrepreneurship programs and established a Technology Development unit to work with early stage entrepreneurs. The Economic Development Work Group is now working with the three E-Centers through Valley Legacy (WIA).

Project 6: Renewable and clean energy

Impact: Participated in forming the San Joaquin Valley Clean Energy Organization (SJVCEO). CCVEDC issued a white paper on Renewable Energy in the Central Valley that included a list of projects, available job training and incentives for business.



Funded Two-Year Goals

1. The Economic Development Work Group plans to build upon its successes and continue pursuing **infrastructure** funding by developing a regional strategy for economic development through the Comprehensive Economic Development Strategy (CEDS), working with Valley counties to assess and rank potential infrastructure projects, and setting up a regional funding authority for infrastructure projects through the U.S. Department of Commerce, Economic Development Administration.
2. The Economic Development Work Group plans to strengthen **marketing efforts** to position the Valley as an attractive destination for businesses in the logistics, manufacturing, agribusiness, renewable energy, and health care industries. Updated web and print campaigns are planned, as are outreach efforts (area tours, cluster meetings) with viable relocation candidates.
3. To continue fostering innovation and **entrepreneurial ventures**, the Economic Development Work Group plans to collaborate with the Entrepreneurial centers established through Valley Legacy (WIA) located at Reedley College, Bakersfield College, and the University of Pacific. The E-Centers will allow the launch of new businesses and creation of new jobs within Central Valley communities.
4. To continue **fostering growth in the cluster industries**, the Economic Development Work Group is working with the Partnership under Valley Legacy (WIA) to demonstrate best practices in Sector-Based Articulation. This program is for high school career and technical education (CTE) programs in high priority industries in three high schools in Kings, Fresno and Stanislaus counties. Each high school engages students in two of the following high priority career education areas:
 - Agribusiness, including Food Processing, Agricultural Technology and Biotechnology;
 - Water Technology;
 - Renewable Energy;
 - Manufacturing; and
 - Supply Chain Management and Logistics
5. For **advocacy**, CCVEDC will conduct an annual Legislative mission to promote business issues, especially as it relates to retaining the Enterprise Zone and RDA programs.
6. The Economic Development Work Group will continue an emphasis on renewable energy job growth through marketing efforts in business attraction and assistance with locating sites for prospective businesses.

“The California Central Valley Economic Development Corporation is particularly good at presenting the Central Valley as an option for new business development. Our relationship with the Partnership has allowed us to focus that strength to attract target industries to our region.”

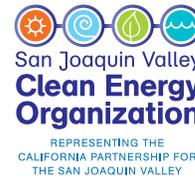
John S. Lehn

Chair, California Central Valley Economic Development Corporation



Energy

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



Paul Johnson, Adviser
www.sjvcleanenergy.org

Accomplishments

Project 1: The San Joaquin Valley Clean Energy Organization (SJVCEO) was established in 2007 and incorporated in 2008.

Impact: SJVCEO has become the lead organization that the Partnership can utilize to build clean energy capacity and help bring clean energy resources into the San Joaquin Valley.

Project 2: Developed and hosted Farming Clean Energy conferences in 2008 and 2009.

Impact: A wide variety of about 350 Valley-based agriculture-related stakeholders were given information and ideas about the latest clean energy technologies that could be used in the Valley.

Project 3: SJVCEO worked with utilities and jurisdictions to set up and implement Valley Innovative Energy Watch (VIEW), a local government utility partnership, beginning in 2009

Impact: Jurisdictions in Tulare and Kings counties are able to receive approximately \$3 million in additional clean energy resources from Southern California Edison and Southern California Gas Company.

Project 4: SJVCEO held information sessions in 2009 on energy-related funding opportunities available for Valley stakeholders from the American Recovery and Reinvestment Act (ARRA).

Impact: Our sessions helped inform Valley jurisdictions about ARRA funding opportunities. Valley jurisdictions

Funded Two-Year Goals

1. Continue to support jurisdictions energy block grant funded efforts.
2. Coordinate Valley stakeholder efforts to encourage the state to continue its public goods funding through utilities for clean energy investments in the Valley.
3. Host forums with Valley stakeholders to strengthen the ability of the Valley to compete on competitive clean energy proposals.
4. Continue to support implementation of the Valley Innovative Energy Watch (VIEW) Partnership.
5. Continue to support implementation of Valley Legacy, the WIA grant.

and stakeholders have accessed about \$60 million in energy-related ARRA funding.

Project 5: SJVCEO formed partnerships and helped Valley jurisdictions receive support from energy block grant funding from the U.S. Department of Energy and California Energy Commission.

Impact: 39 Valley jurisdictions were able to receive services from about \$5 million in energy block grants. Many jurisdictions have indicated that they would not have applied for this assistance with its rigorous administrative requirements without our assistance.

Project 6: SJVCEO has supported implementation of Valley Legacy (WIA).

Impact: SJVCEO has developed an online tool for educators and job seekers that provides links, research materials and a wealth of resources to encourage the development of a green workforce in the Valley. www.wiasjvceo.com

“I am proud of the work we have accomplished over the past few years to significantly increase clean energy investments in the San Joaquin Valley. As a result of the efforts of the San Joaquin Valley Clean Energy Organization, the Partnership and its partners, we have been able to attract millions of dollars in new funding for energy efficiency and renewable energy projects throughout the Valley. These investments reduced costs, helped create jobs and provided environmental benefits in our communities. I am confident that the Valley will build on these great accomplishments in the years to come.”

Paul Johnson

Adviser, San Joaquin Valley
Clean Energy Organization





Health and 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.

The Health and Human Services Work Group has been the most affected of the Partnership work groups by the lack of available funding. It has not been fully active for the past two years and, therefore, has not made any strides toward its overall goals. However, health and human services are a common thread among the other nine work groups; therefore, the Partnership Board and Secretariat have paid particular attention to it through its legislative function.

UC Merced Medical School

The Partnership passed a resolution to support the creation of a UC Merced Medical school in 2006 and has, in the years since, continued to support the regional efforts to address the Valley's physician shortage by training our own doctors here in the San Joaquin Valley.

Smart Growth Initiatives

The Partnership has engaged in a number of Valley smart growth initiatives which aim to create a healthier environment, safer neighborhoods, better air quality and a more prosperous regional economy. Through support for the San Joaquin Valley Regional Blueprint Smart Growth Principles, and advocacy for continued funding for smart growth programs such as U.S. Department of Housing and Urban Development's Regional Planning Grants that funded Smart Valley Places, the Partnership remains a steadfast partner in the region's transformation into a national example of rural smart growth.

San Joaquin Valley Health Care Workforce Planning Consortium

The Partnership has supported the Central California Workforce Collaborative Regional Industry Cluster of Opportunity grant application, recognizing the region's unique health care workforce challenges and how these challenges can be addressed with a unified voice. As the economy turns around, the Health and Human Services Work Group will research new funding opportunities and work toward its two-year goals.

Higher Education and Workforce Development

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

Higher Education Accomplishments



CENTRAL VALLEY
HIGHER EDUCATION CONSORTIUM

Benjamin Duran, PhD, President,
Merced College
www.collegenext.org

Project 1: Develop a college-going culture in the San Joaquin Valley

Impact: The Central Valley Higher Education Consortium (CVHEC) brought together higher education institutions in the San Joaquin Valley for the first time with the common goal of increasing college-going rates in the region and generating awareness of higher education opportunities. Significant media attention was devoted to this unique collaboration. Today, CVHEC comprises more than 20 members.

College Next — Community outreach campaign encouraging students to “Go for more. Go for college.” To promote the campaign, 30-second public service announcements (PSAs) were produced and aired on local television stations.

College Next Awareness Month — Many Valley cities passed proclamations/resolutions in fall 2003 to honor this effort.

Spanish PSAs — Produced specifically to reach out to the Latino male population, which has been determined to be underrepresented among students and colleges and universities.

Project 2: Increase availability of information and resources to students and parents

Impact: Print material- Produced posters, pocket cards, and directories of regional colleges and universities to assist students and parents with obtaining college-going information.

www.collegenext.org — Created website to serve as a one-stop resource for students and parents searching for information about higher-education opportunities available in the Valley.

Scholarships — Provided scholarships to 60 Valley students with a grant awarded by College Access Foundation

The College Place — A community-based college access center which has served hundreds of residents with information and advising about going to college made possible by a Partnership seed grant awarded to CVHEC. CVHEC was also awarded a grant from AT&T making it possible to continue The College Place at McLane High School through Project Home. Beginning spring 2001, approximately 70 students will receive goal-setting assistance, advising, and more, a minimum of twice a week for 34 weeks.

CVHEC has been a participant in the following efforts:

Cash for College Campaign — Provided financial aid workshops for students to assist them with completing the Free Application for Financial Aid.

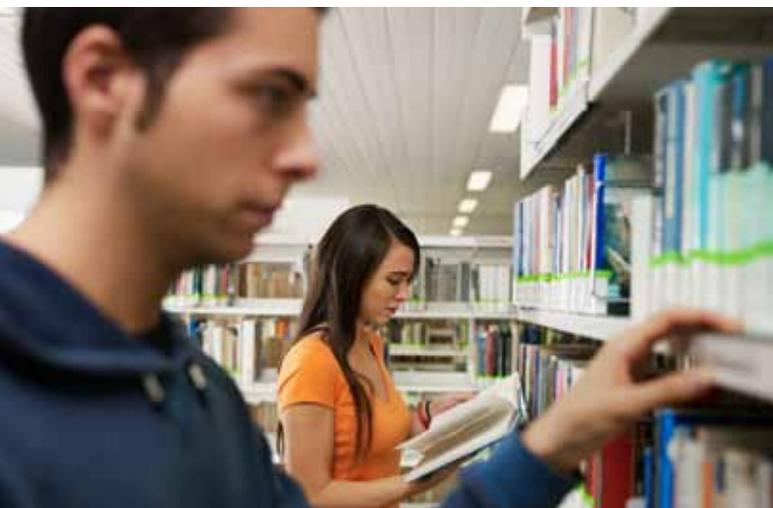
Dollars for Scholars — Fundraising walks with proceeds designated to remain in the area to benefit students at participating Developing Future Scholars (DFS) colleges and universities.

Hispanic College Fund's Hispanic Youth Symposium — For the past few years, CVHEC has served as regional sponsor at California State University, Fresno. This symposium provides selected students with a four-day, three-night college experience on campus where they take part in motivational seminars, goal-setting workshops, and obtain information to help them on their way to college.

Project 3: Assure access to educational opportunities

Impact: Though many of the above activities assist students with access to educational opportunities, one project in particular needs special emphasis: Assisting students with completion of an associate's degree with a next step to graduation from a four-year university.

A CVHEC-wide guaranteed transfer agreement among member institutions sparked the dialogue in 2005. At a summit held in fall 2010, CVHEC brought together more than 20 higher-education institutions with a goal to streamline the articulation process for Valley students. Refining the articulation process will avoid duplication of coursework saving students time and money. The ultimate goal? Helping students graduate in a timely manner. Progress and work on this project is ongoing and crucial.



Higher Education Funded Two-Year Goals

1. Increase availability of financial aid information. This can be accomplished by establishing reciprocal links with member institutions' financial aid websites and posting available scholarships.
2. Coordinate a regional approach at San Joaquin Valley community colleges to make it possible for students to more easily complete degree requirements at member institutions (allowing students to complete 60 transferrable units).
3. Maintain and grow collaboration among CVHEC participating institutions to continue development of a college-going culture.
4. Continue to increase CVHEC visibility and voice as a thought leader and as a leading resource for important issues related to higher education, leading to policy decisions and advocacy in support of higher education and a students' ability to complete higher education.

“As the representative from the Central Valley Higher Education Consortium, I am encouraged by the leadership and advocacy the Partnership has displayed. We in higher education appreciate the opportunity that our work group has had to keep our members and constituents apprised of workforce and training opportunities in the Valley.”

Benjamin Duran, PhD
President, Merced College



Workforce Development Accomplishments

Central California Workforce Collaborative

Blake Konczal, Executive Director
Fresno Regional Workforce Investment Board

Project 1: Regional Business Intelligence Tool

Impact: Successful Implementation of Executive Pulse by some Central California Workforce Collaborative (CCWC) partners as well as education and economic partners across the region.

Project 2: Central California Workforce Readiness Certificate

Impact: Promotion of certificate is ongoing.

Project 3: Strengthen Central California Workforce Collaborative

Project 4: Applied Development Economics, under contract to the CCWC, produced “Workforce Needs for Public Infrastructure Project Report”

Impact: Analysis of public infrastructure spending as an industry cluster; first-of-its-kind in the State of California.

Project 5: Occupational Analysis

Impact: New employment study, funded through the

National Emergency Grant, focuses on jobs created through infrastructure investments in the Valley.

Project 6: www.careersinthevalley.com

Impact: Inventories training programs available. Gap continues to be addressed with WIA-funded training programs at community colleges, ROP, and vocational colleges.

Project 7: Leverage New Funds

Impact: Tulare Workforce Investment Board is lead for ongoing \$8 million National Emergency Grant. Stanislaus Workforce Investment Board is lead for \$900,000 State Energy Sector Partnership grant.

Workforce Development Two-Year Goals

1. Draft local hire recommendations and options for high-speed rail
2. Further work on public infrastructure needs
3. Continue to implement Executive Pulse among Central California Workforce Collaborative partners
4. Continue to strengthen Central California Workforce Collaborative
5. Continue to promote Central California Workforce Collaborative
6. Local involvement of State of California JTA system replacement
7. Focus on Green and Blue sectors



“Finding the right employee in a bad economy can be the toughest thing. It seems counterintuitive. It’s supposed to be a buyer’s (or employer’s) market; but ask any employer and they’ll tell you it’s one of their biggest hurdles. It’s one of the reasons the Central California Workforce Collaborative continues to develop career pathways to connect the Central Valley’s workforce with high-demand industries that show job-growth potential.”

Blake Konczal

Executive Director, Fresno Regional Workforce Investment Board



Housing

MISSION: This is a new work group that is currently in the process of identifying its scope and objectives. As such, the mission is being developed by stakeholders throughout the Valley to ensure the activities of the work group will best serve the needs of the San Joaquin Valley. Completion of the Housing Work Group mission and strategy will be developed in the early meetings of the 2011/12 year.

Note: Beginning in 2011, the former Land Use, Housing & Agriculture Work Group and the former Transportation Work Group were integrated to form the new Sustainable Communities Work Group. Housing has formed its own work group and Agriculture is reflected in several existing working groups.

Accomplishments

Project 1: Oct 2008: California Coalition for Rural Housing (CCRH) staffs San Joaquin Valley Housing Collaborative (SJVHC) with funding from U.S. Department of Agriculture

Impact: Ability for SJVHC to meet quarterly, respond to technical assistance needs related to Local Housing Trust Funds and newly released foreclosure disposition funding (NSP 1). (NSP: Neighborhood Stabilization Program)

Project 2: Nov 2008: SJVHC provides technical assistance to Merced County on developing a Local Housing Trust Fund

Impact: Merced County includes a plan to develop a Local Housing Trust Fund in its 2010 updated Housing Element.

Project 3: Hosted several events up and down the Valley to educate and assist residents and community leaders dealing with the foreclosure crisis and affordable housing issues.
See below.

Project 4: Jan-Feb 2009: SJVHC co-sponsored Neighborhood Stabilization Program (NSP) Strategy Sessions in Merced and Visalia

Impact: State sub-recipients shared ideas, concerns about NSP implementation. Ideas for developing a Foreclosure Taskforce emerged.

Project 5: Jun 2009: SJVHC co-sponsored a Local Housing Trust Fund Workshop

Impact: 70 people attended and received training and resources on how to develop a Local Housing Trust Fund

SAN JOAQUIN VALLEY HOUSING COLLABORATIVE

Mike Dozier, Director,
Office of Community and Economic Development,
California State University, Fresno

Project 6: Dec 2009: SJVHC co-sponsored Housing Policy Workshop in Fresno

Impact: Identified a long-term agenda for CCWC with a variety of stakeholders.

Project 7: Jan 2010: SJVHC conducted NSP Assessments of all State sub-recipients

Impact: This information was valuable to sub-recipients, the state and technical assistance providers as all worked to manage this difficult program.

Project 8: Feb 2010: SJVHC co-sponsored a Foreclosure Summit

Impact: The San Joaquin Valley Foreclosure Taskforce was formed and twice monthly taskforce calls started-resulting in a stronger voice for San Joaquin Valley Housing Counseling Agencies in policy-making decisions at the State and Federal Level.

Project 9: Apr-Jun 2010: SJVHC works with the Partnership and Congressman Dennis Cardoza to prepare a letter to Treasury about Hardest Hit Funds

Impact: Significant funding for Housing Counseling included in CalHFA's plan for use of Hardest Hit Funds.

Project 10: Jun 2010: SJVHC is approved as a 501 (c)(3)

Impact: Avails organization of more funding opportunities.

Project 11: Sep 2010: SJVHC becomes the lead for the Partnership Housing Work Group

Impact: Provides a more specialized housing voice for the Partnership.



Funded Two-Year Goals

1. Clarify mission and objectives
2. Reduce board size for better manageability and to better reflect expertise needed to meet organizational objectives
3. Look for ways to be financially self-sustaining: this may include a fee for membership structure and also will include going after bank foundation grants and other philanthropic funding
4. Continue work to stabilize housing economy in the San Joaquin Valley
5. Continue working toward the development and preservation of affordable housing in the San Joaquin Valley

“The San Joaquin Valley Housing Collaborative has proved to be a valuable and unique opportunity for the small cities and unincorporated communities of the San Joaquin Valley to learn different approaches to challenges. The successes met by some jurisdictions have provided support and encouragement to the others, as we all face similar problems with providing quality affordable housing to our residents”

Deidre Kelsey

District 4 Supervisor, Merced County
Board of Supervisors



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
California State University, Fresno

Walt Buster, Co-Director
Marcy Masumoto, Project Director
www.csufresno.edu/cveli

Accomplishments

Project 1: In collaboration with several partner organizations, three Exemplary Practices in Education Leadership Conferences were held in January of 2009, 2010 and 2011. This annual event is a direct outcome of the efforts of the PreK-12 Education Work Group.

Impact: Conference attendees have included leaders from across the region in educational levels from pre-Kindergarten through higher education. Attendance has been: 300 (2009), 350 (2010) and 473 (2011). Participants have been given the opportunity to hear numerous presenters and learn about, and from, programs and schools identified as “exemplary.”

Project 2: Fresno County Office of Education conducted an English Language Learner Leadership Academy for two cohorts of educational leaders in the region with SEED grant funding.

Impact: School and district leaders from 16 districts were enrolled in cohort 1 and another group in cohort 2. These leaders received specialized training and were introduced to best practice strategies for data analysis and instruction to improve their systems and teaching English Learners.

Project 3: Under the leadership of Kern County Office of Education, planned, piloted and launched www.UPLANit.org, a new website for middle and high school students to become familiarized with careers and college pathways.

Impact: The website is up and running and is utilized throughout the region by students, teachers and counselors to enhance the college-going culture and opportunities for students.

Project 4: Under the leadership of Merced County Office of Education, a regional Preschool Assessment and Planning project was completed.

Impact: Preschool Coordination and Alignment Project (PCAP). PCAP published a written report on the status of preschool planning and implementation in San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare and Kern counties. The report has been a catalyst for conversation about interest of each county in exploring a regional voice for preschool issues. A Transitional Kindergarten Summit took place in March 2011 as a result of the networking among the county offices of education and other partners.



Project 5: Central Valley Educational Leadership Institute (CVELI) has expanded leadership development opportunities for educational leaders with the support of the eight county offices of education.

Impact: Professional development offerings have included:

- Aspiring Superintendents Academy
- Middle Managers Training
- Rural Network of Instructional Leaders
- Interactive Video Conference series
- 2010 and 2011 Professional Learning Community Workshops (for 750 and 650)
- Leadership Development for Community Colleges
- Other seminars on topics ranging from legal issues to laptop education and facilities planning

Project 6: Valley Legacy (WIA) funding. CVELI is working on developing Sector-Based Articulation projects in six high priority industries and three high schools.

Impact: In progress. The intent is to help expand and/or establish articulated career education programs that are sustainable and serve as demonstration projects to others.

Project 7: Valley Legacy (WIA) funding. CVELI is implementing English Learner Institutes in two high schools

and one adult school.

Impact: In progress. The intent is to create and improve systems and support for instructional staff to better address the needs of English Learners in high school and adult school, and to serve as demonstration projects to others.

Funded Two-Year Goals

1. Continue the annual Exemplary Practices in Education Leadership Conference as long as the need exists and partner/sponsor support is available.
2. San Joaquin Valley's eight county offices of education continue to monitor achievement gains and school and district needs, and continue to collaborate on priority academic issues: early childhood education, academic achievement/closing the achievement gap, supporting English Learners, and preparing students for college and careers.
3. Continue to collaborate to support the professional development of educational leaders PreK-16.
4. Communicate as needed, with Larry Powell, Fresno County Superintendent of Schools, as the primary liaison between county offices of education and others.



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.

NOTE: Beginning in 2011, the former Land Use Housing & Agriculture Work Group and the former Transportation Work Group were integrated to form the new Sustainable Communities Work Group. Housing has formed its own work group and Agriculture is reflected in several existing working groups.

Accomplishments

Project 1: Develop a San Joaquin Valley Regional Blueprint
Impact: In April 2009, the Regional Policy Council adopted the San Joaquin Valley Regional Blueprint – a vision and guide for future development in the Valley to the year 2050. Includes 12 Smart Growth Principles.

Project 2: Initiate development of San Joaquin Valley Regional Greenprint as companion to Blueprint
Impact: Valley metropolitan planning organizations (MPOs) developed a successful Prop 84 proposal that includes funding to initiate the San Joaquin Valley Greenprint. It will complement and reinforce the San Joaquin Valley Regional Blueprint to promote more efficient urban growth and development and build upon related efforts which have sought to address these issues.

Project 3: COGs Develop improved modeling capacities to address requisites of SB 375
Impact: Valley modelers have developed short-term and long-term Model Improvement Plans (MIP) for meeting the requirements of SB375 and have been successful in gaining a \$2.5 million Prop 84 grant to fund the effort.

Funded Two-Year Goals

1. Improve goods movement capacity within the region while increasing mobility and traffic safety, decreasing congestion, improving air quality, and promoting economic development.
2. Foster regional public/private consensus to support implementation of the San Joaquin Valley Regional Blueprint.
3. Determine requisite regional infrastructure and funding strategies to support implementation of the San Joaquin Valley Regional Blueprint and Goods Movement.



Barbara Steck, Deputy Director,
Fresno Council of Governments
www.fresnocog.org | www.sjvcogs.org

Project 4: Improve mobility through more efficient land use
Impact: Integration of the Blueprint's 12 Smart Growth Principles into local agency general plans will lead to more efficient land use patterns.

Project 5: Implement universally accepted State Route 99 Corridor Master Plan
Impact: San Joaquin Valley Regional Policy Council has endorsed the SR 99 Master Plan; individual Councils of Government (COGs) also have acted on the Business Plan.

Project 6: Develop a San Joaquin Valley Regional Goods Movement Action Plan
Impact: San Joaquin Valley COGs submitted a successful proposal to Caltrans to study east-west corridors focusing on goods movement.

Project 7: Develop a sustainable regionwide transit system.
Impact: San Joaquin Valley Regional Policy Council (RPC) approved the San Joaquin Valley Express Transit Study in June 2009 and incorporated its findings and recommendations into the RPC's Regional Transportation Plan Element.

“Perhaps the most challenging task for the newly reconstructed Sustainable Communities Work Group has been the merging of two former work groups (Transportation; Land Use and Agriculture) and integrating their goals into a more cohesive and focused initiative. Fortunately, accomplishments of the original work groups, such as consensus on the Highway 99 Business Plan and adoption of the Valley-wide Blueprint, provided a firm basis for moving forward.”

Barbara J. Steck
Deputy Director, Fresno Council
of Governments

Water Quality, Supply and 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.



David Zoldoske, Director
www.californiawater.org

Accomplishments

Project 1: San Joaquin Valley Integrated Regional Water Management Plan Framework Completed October 2009.
Impact: First time a San Joaquin Valley-wide comprehensive “bottom up” Integrated Water Management Plan Framework completed with convergence from all eight counties. The Valley Water Plan Framework may be downloaded from the Partnership Water Work Group webpage.

Project 2: Convergence of Interests between five Bay-Delta counties and eight San Joaquin Valley counties. San Joaquin County serving as the “hinge” county.
Impact: First time all 12 counties proactively work together on common water policy issues as contrasted with standard “hammer and tong” conflict resolution methods.

Project 3: Facilitated advancement of disadvantaged communities in southern San Joaquin Valley.
Impact: Worked with Tulare County in implementing its Prop 84 study on the condition and needs of Tulare Basin rural water systems. Facilitating the geographic information system (GIS) mapping needs with Tulare County and University of California, Davis, both of which are creating databases on groundwater quality conditions and the future of the resource for drinking water.

Funded Two-Year Goals

1. Complete Phase II San Joaquin Valley Integrated Regional Water Management Plan Framework. Work funded by federal government.
2. Continue Delta counties – San Joaquin Valley counties finding-common-ground water policy engagement.
3. Advocate all San Joaquin Valley cities, counties and agencies completing water sources and uses character with a 50-year time horizon for input to DWR’s Water Plan 160-13 update currently in progress.
4. Advocate for advancement of disadvantaged communities in San Joaquin Valley securing clean water supplies and wastewater treatment facilities.
5. Advocate for advancement of CV Salts program to develop sustainable solutions for salt build-up in San Joaquin Valley.

Project 4: Engaged with development of Delta Vision Strategic Plan development as a California Partnership for San Joaquin Valley observer/participant 2007-09.

Impact: Delta Vision developed a comprehensive water policy plan to make the co-equal goals of water supply reliability and ecosystem restoration the foundation of Delta and water policy making. California Legislature approved comprehensive water policy legislation fall 2009. The Delta Vision may be downloaded on the state website for Delta Vision. www.ca.gov

Project 5: Engaged proactively with California Department of Water Resources in development of Water Plan 160-09.

Impact: Comprehensive statewide water plan unequalled anywhere in the United States. The California Department of Water Resources (DWR) Water Plan 160-09 may be downloaded on the state website for Department of Water Resources.

“It has been a pleasure to participate with the Partnership Water Policy Working Group, for the last six years, proactively engaging vexing water issues in the San Joaquin Valley. This group has made major progress in bringing not only the eight counties of the San Joaquin Valley together to work on water policy issues; but, for the last two years, it has brought together the five Delta counties as well. The take-home message is that leadership (public, private, government) applied consistently in a collaborative manner can help find common ground and bridge geographic divides.”

Jim Tischer

Program Manager, California Water Institute



Conclusion

Reflecting on the past two years, it was determined that having a flexible organic structure has allowed the Partnership to evolve and adapt to the dynamic global economy and continue to serve the citizens of the San Joaquin Valley. Our work groups demonstrated the ability to be resilient and produce excellent outcomes even though resources were limited. Additionally, it became clear that boundary-crossing and collaboration, stewardship and asset-based approach strategies can and do happen because there is a strong commitment to the vision for the San Joaquin Valley as California's 21st Century Opportunity.

Get Connected

The Partnership can only make transformational change through the involvement and support of the entire Valley, including YOU.

www.sjvpartnership.org



www.facebook.com/sjvpartnership



www.twitter.com/partnershipsjv



www.youtube.com/ocedfresno



www.vimeo.com/oced



Valley Legacy



Valley Legacy Workforce Investment Act

Aligning Education with Future Workforce Opportunities

Building the Foundation

The California Partnership for the San Joaquin Valley was in prime position to provide the necessary platform for the implementation of Valley Legacy. Since 2007, the Partnership, its board and the 10 existing work groups have had demonstrated success by building a multidimensional

private/public partnership. With an established infrastructure, common goals, and an administration unit in place, the Partnership provided a system fully prepared to maximize this cross-cutting opportunity through synergy, stewardship, and collaboration.

Through the unity of the Partnership and the executive staffing of its Secretariat, this grant is assisting in the coordination of education and training efforts of the K-12, Higher Education, Workforce Development, and Economic Development partners. Valley Legacy is preparing the Valley's future workforce for high-wage, high-demand jobs



WIA GRANT INITIATIVES



in the targeted industry sectors. This is done through 20 subcontractors, including seven of the existing Partnership work groups.

Transforming Education

The purpose of Valley Legacy is to bring the San Joaquin Valley's K-12 system, higher education institutions, and workforce investment board systems into alignment to better prepare people for occupations in high-growth industry sectors in the San Joaquin Valley.

- Agribusiness, including food processing and biotechnology
- Water technology
- Renewable energy
- Manufacturing
- Supply chain management

In the current K-12 system, young people receive an education that is designed to maximize success in passing standardized tests. That's a worthy goal; but most students come out of high school with no preparation for careers in the Valley. Some who don't go on to college end up at a low-paying, dead-end job. Some students then go to the county workforce investment boards (WIBs) which act as a "second-chance" system to train people for jobs with career advancement; but the WIBs receive funding to assist only 5 to 10% of those who apply. What needs to be improved is the "first-chance" system, K-12.

High-school students need to graduate with options: to go to a four-year college; to go to a community college; enter directly into the Valley workforce; or even to start their own business.

Deliverables

Valley Legacy, funded by the Workforce Investment Act (WIA) grant, developed 12 demonstration projects positioned throughout the Valley:

Sector-Based Articulation — Fully coordinated academic and training program, from high schools through colleges and universities, which provides a curriculum with the rigor and relevance needed to yield qualified employees with immediate value for targeted industry sectors.

- Corcoran High School
- Patterson High School
- Sanger High School
- Waterford High School

“It is rewarding to see how students react when given the opportunity to learn about something that can directly affect their future. Their interest, enthusiasm, and academic progress show me that this is the way to connect students with their education and prepare them to make decisions about their future.”

Susan Fisher

Project Coordinator, Central Valley Educational Leadership Institute



Basic Education Proficiency — Targets two workforce-readiness programs that address areas of significant deficiency in the Valley: English Language Learners and Digital Literacy.

- Ceres Adult School
- Delano Union Elementary
- Pacheco High School
- Pixley Adult School
- Stockton Adult School
- Waterford High School

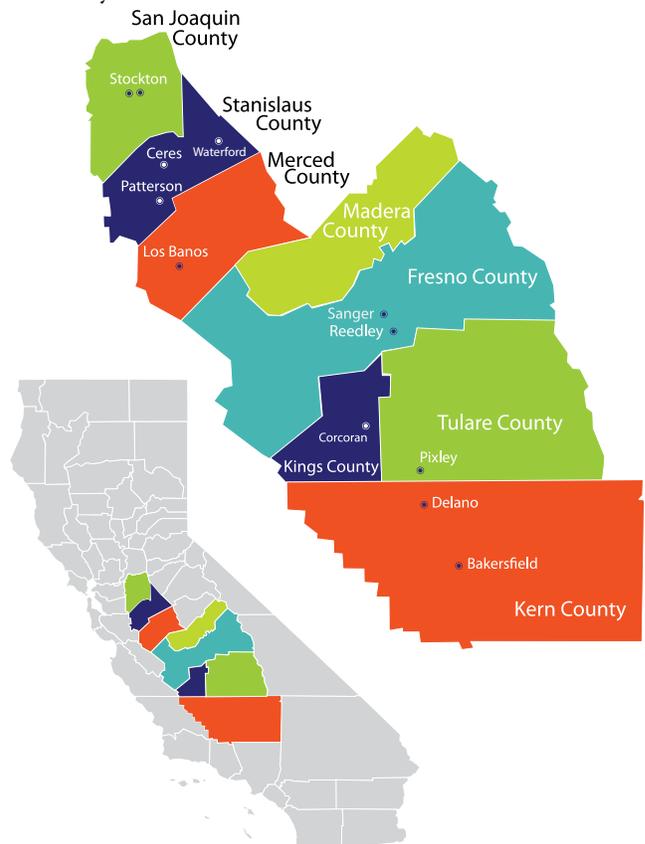
Business Incubation & Entrepreneurship Development

— Establishes a network of entrepreneurship development programs, E-Centers focus on the targeted regional industries.

- Bakersfield College
- Reedley College
- University of the Pacific

Green Economy & Workforce — Ensures that the green economy and workforce are part of this new occupational development in the Valley, consistent with the needs of agribusiness, the goals of AB 32 (Global Warming Solutions Act), the air quality goals of the Partnership, and the energy independence goals of the San Joaquin Valley Clean Energy Organization.

Valley Legacy will first demonstrate success then institutionalize this “first-chance” system throughout the Valley.



Deliverable 1

Sector-Based Articulation

The purpose of the Sector-Based Articulation project is to demonstrate best practices in high school career and technical education (CTE) programs in high-growth industries.

- Patterson High School (Stanislaus County) - Logistics, Distribution and Management program
- Sanger High School (Fresno County) - Ag Biotechnology and Ag Manufacturing programs
- Corcoran High School (Kings County) - Renewable Energy and Ag Manufacturing programs
- Waterford High School - Ag Manufacturing program

Expected Impact

Each site is developing and/or enhancing its programs to the greatest extent possible. This progress is a direct result of the added resources of collaborating industry representatives and the expertise in high school career pathways contributed by the project coordinator. Students are introduced to critical elements of each of the industries, gaining career-related skills, and learning about the potential job market and requirements for success to enter the workforce and/or higher education.

Successful Component

Projects are being documented by a university research team. Each project will be showcased at the regional Exemplary Practices in Education Conference in January 2012 as well as described in a case study that will identify the critical steps involved in exemplary articulated career exploration programs. Other educators will have the opportunity to learn from successes and pitfalls encountered. One significant outcome of the Sector-Based Articulation projects will be the experiences and knowledge participating students gain. Another is the case study, which will evidence what is possible with limited resources and time as high schools face reductions in funding for CTE programs and increased pressures to focus solely on academics. These programs may be upheld as superior examples.

Results

The Sector-Based Articulation program has established new programs in Renewable Energy (Corcoran High, fall 2010/spring 2011); Logistics/Distribution Management (Patterson High, fall 2011), and Ag Biotechnology (Sanger High, fall 2011). Two programs in Ag Manufacturing have been expanded and enhanced (Corcoran High, fall 2010; Sanger High, fall 2011). In addition, a new site at Waterford High in Stanislaus County also will be expanding its Ag Manufacturing program in fall 2011. There is no enrollment



Central Valley Educational Leadership Institute
California State University, Fresno

as of now. Following is a numbers summary of student participation:

School	Program	Total Students	WIB* Enrolled Students
Patterson	Logistics	58	7
Sanger	Ag Biotechnology	40	5
Sanger	Ag Manufacturing	45	4
Corcoran	Ag Manufacturing	15	4
Corcoran	Renewable Energy	33	7
3 Schools	5 Programs	191	27

*WIB - Workforce Investment Board.

“Last January (2011), we held our third annual Exemplary Practices in Education Leadership Conference for over 475 Pre-Kindergarten-to-College leaders from across the Valley. The success of the conference was particularly rewarding as it is the major byproduct of the PreK-12 Education Work Group. At the conference, attendees heard from national speakers as well as presenters representing Valley schools making a difference.”

Marcy Masumoto, EdD

Project Director, Central Valley Educational Leadership Institute, California State University, Fresno

Deliverable 2.1

Basic Education Proficiency- English Language Learners

The purpose of the English Language Learners deliverable is to demonstrate best practices in English language development for English Learners. This is achieved through English Learner Institutes (ELI) in two high schools and one adult school (see below). Each ELI enhances the academic program for English Learners to better prepare them for the workforce and/or higher education; each site has the potential to serve as a demonstration project for other schools.

- Ceres Adult School (Stanislaus County)
- Pacheco High School (Merced County)
- Waterford High School (Stanislaus County)

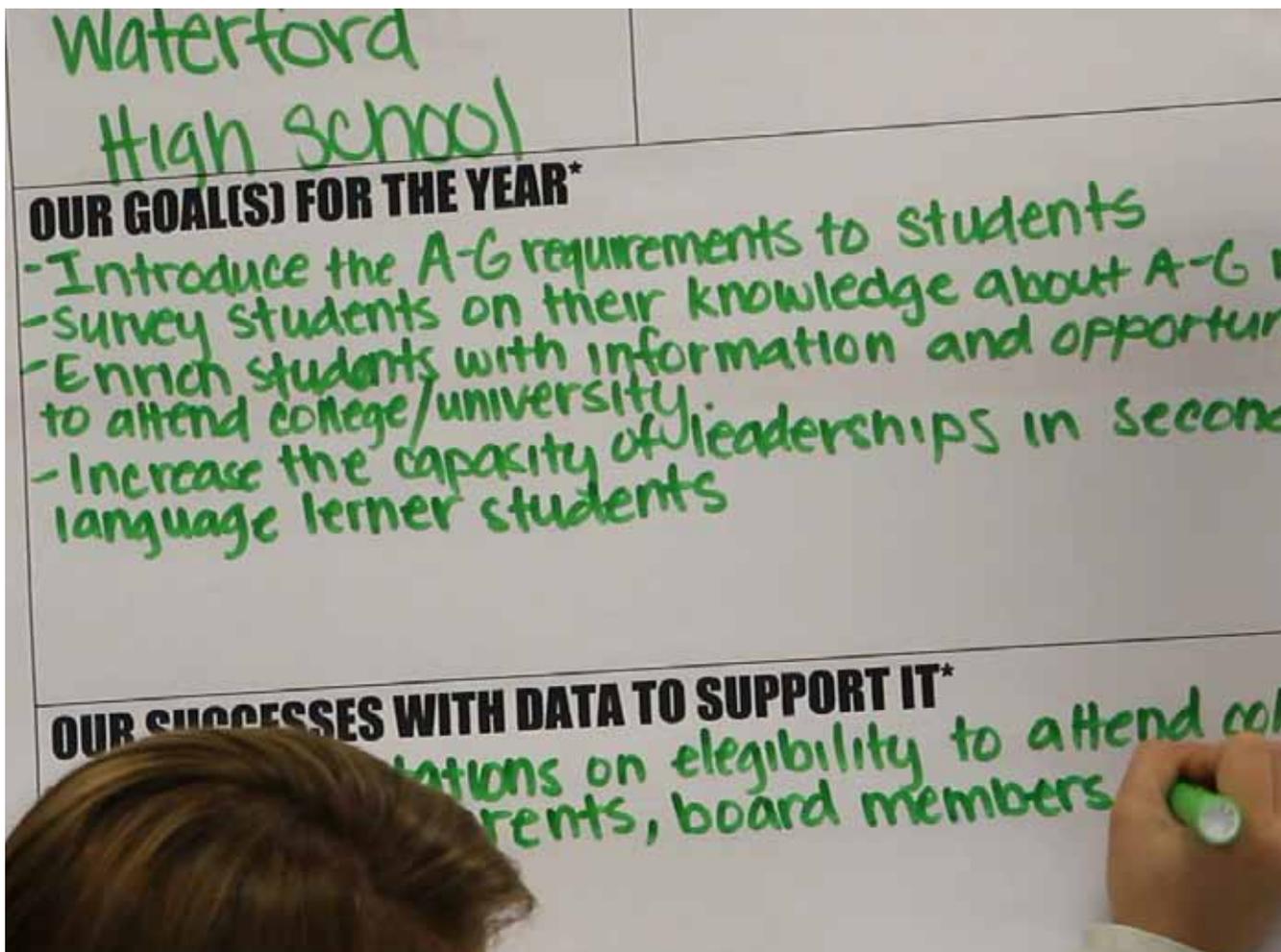
Expected Impact

Central Valley Educational Leadership Institute at California State University, Fresno and Pivot Learning Partners are the lead agencies working to strategically improve the systems



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California State University, Fresno

and instruction for English Learners (EL) in participating sites. Project staff helps the schools make significant changes in their instructional practices to improve the academic success of EL students through data analysis, process improvement, professional development, and coaching site and teacher leaders. Goals are 1) to support educators at participating adult and high schools as they work to close the achievement gap, and 2) to support English Learners as they obtain English proficiency and excel academically.



Successful Component

Local workforce investment agencies in Stanislaus and Merced counties are project partners and provide significant assistance with enrollment and support services for students and their families. Our partners also provide relevant career exploration, job preparation and industry-related information to help students understand how to pursue a career and/or higher education, how to look for and apply for jobs, and the value of being bilingual in the workplace.

Results

The English Learner Institutes have worked on systems development/improvements, site/teacher leadership and student leadership to improve instruction for all EL students at our three participating schools. Following is a numbers summary of student impact:

School	Total EL students impacted	WIB** enrolled students
Ceres Adult School	205, <i>average per semester</i> 410, <i>fall and spring semesters*</i>	
Pacheco High School	420	33
Waterford High School	70	30
Total Students:	900	104

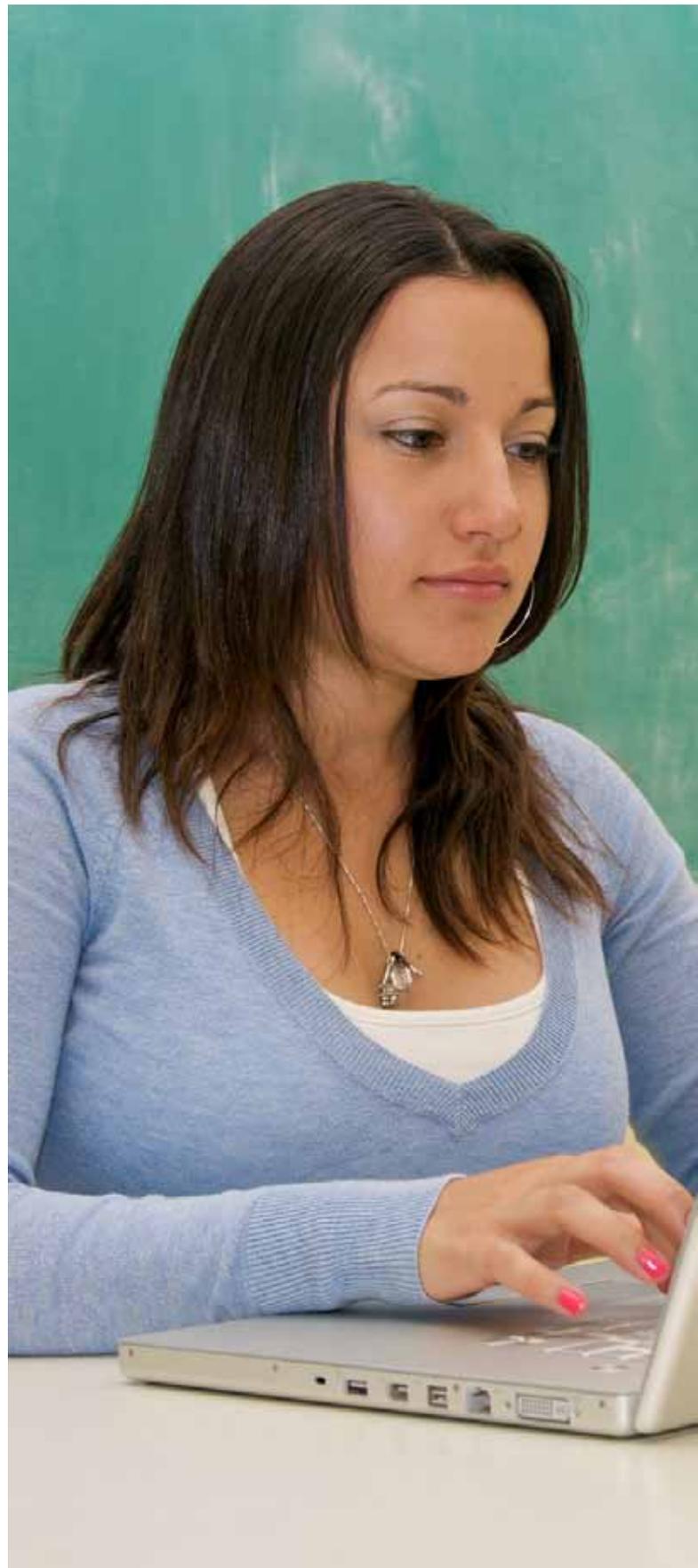
**Note: some students could have been counted twice if they attended both semesters.*

***WIB - Workforce Investment Board.*

“A unique feature of this work in the high schools is ‘student voice’ leadership for English Learner students who support their peers in attaining higher levels of academic achievement through improvement planning and activities that positively impact English Learners on their campuses.”

Marcy Masumoto, EdD

Project Director, Central Valley Educational Leadership Institute, California State University, Fresno



Deliverable 2.2

Basic Education Proficiency- Digital Literacy

Benefits and opportunities of technology are often unavailable to rural communities located in the San Joaquin Valley. National, state and local leaders have expressed concern that large parts of rural America are losing out on jobs, economic development, emergency preparedness and civic participation because of inadequate access to the Internet. To increase the utilization of technology and decrease barriers, Valley Legacy works to increase the knowledge and use of computers and the Internet in three Valley communities — two rural largely Hispanic communities: Delano, Kern County, and Pixley, Tulare County; and one urban community: Stockton, San Joaquin County.

Expected Impact

Program students learn to access the Internet, create and use e-mail accounts and social networking sites; learn various software applications such as Word and Excel; write a business plan; build a resumé; look for work and submit job applications online; set up and use online banking; and enroll and participate in distance learning courses to further education and business training. Desired impacts of the program include increased collaboration and communication between local school districts, workforce investment boards and other resource organizations; the facilitation of lifelong learning; improved economic status; and an improved general quality of life. A successful component of this model includes the amount of communication coming from the California Partnership for the San Joaquin Valley and the partners involved in Valley Legacy. Through team meetings, e-mail updates and phone calls, there is a strong understanding of the program, teamwork, and development of new partnerships and fluid communication, which ensures program success.

Successful Component

The success of this program is evident through the people it serves. Numerous students have completed the program and now have computer skills. They can communicate online with family members through webcam and e-mail, as well as do homework.

Results

Our program serves to bridge the digital divide and targets a broad spectrum of people who live in the Central Valley. The training provides a vital link to participants with the greatest needs in order to seek and gain employment, education and other services and programs. To date, 58 community members in Delano, 10 community members in Pixley, and 24 community members in Stockton have been trained.



“Valley Legacy understands the importance of the Internet and high-speed technology training as an effective tool for economic development. We are honored to be a part of this effort to educate and train Valley residents with the goal of improving their quality of life.”

Dejeuné Shelton

Interim Executive Director, Great Valley Center



Deliverable 3

Business Incubation & Entrepreneurship Development

The goal of the grant deliverable for the Lyles Center for Innovation and Entrepreneurship is to develop and implement two-year demonstration Entrepreneurship Center (E Center) sites. E Centers will serve to build support for small businesses and business startups by providing education resources, coaching and mentoring, and referral services for entrepreneurs in the regions being served.

Expected Impact

Entrepreneurship is a foundational strategy for economic development and self-sufficiency in the San Joaquin Valley. It provides individuals with a greater degree of control over their employment situation. Students are motivated to continue their education when presented with the opportunity to start their own businesses. Students, especially those from disadvantaged or underrepresented backgrounds, turn to entrepreneurship as their best opportunity to create success for themselves utilizing their talents and the best of their abilities. Entrepreneurship provides the opportunity for self-employment in a region that has not historically attracted Fortune 500 companies.

Successful Component

The Lyles Center established an Entrepreneur Pathway program three years ago. The Pathway program has been successful in building curricula, classroom content, and community support for the delivery of knowledge, skills, and actions for students seeking self-employment. The program is built around curricula and learning that has explicit and standard knowledge delivered in the class setting with programs designed to build entrepreneurial skills. E Center development is a natural progression from the efforts and relationships already developed. Some of the training workshops include: Business Feasibility, Business Plan Overview, Management, Leadership, Operations, Accounting/Bookkeeping and Marketing and Sales/Service.

Results

Reedley College, the pilot site, has hosted two different series of workshops. There were more than 25 participants in each series, with a total of 14 WIA-eligible clients. The other two sites, Bakersfield College and University of Pacific, will be delivering workshops in summer and spring 2011.

Reedley College currently has architectural designs for its E Center, which will be housed on campus in the former photo lab. The new site will allow for additional one-on-one consulting, as it will have three entrepreneurs who are also business instructors with offices located in the E Center. Because of the activity on campus and the developments of the E Center, Reedley College now has connections for



importing/exporting, accounting, business plan training and consulting, as well as investor interest in offering micro loans to Reedley College students and clients.

This year alone, Reedley College is on track to have roughly 25 new businesses started as a result of its efforts.



“Because of the workshops that have been offered at Reedley College’s E Center, I have been able to start and run my own business. I was unable to find a job. But with my new business, I am able to generate enough revenue to support myself and my family.”

Reedley College E Center Student



Deliverable 4

Green Economy & Workforce

As the world progresses toward more sustainable trends, the green economy is having a direct impact on our workforce and the training required for success. Current educators do not have established resources to teach the growing demand of workforce skills, and green jobs are not fully understood by our future workforce. During the two-year term of this grant, there are three specific goals. 1) Establish a central repository of information for use by education and business to develop new occupational opportunities for a green economy. 2) Research and develop a regional scan of skills needed to compete in a green economy and be successful in the green workforce. 3) Review each of the four grant pilots to assure consistency with the needs of agribusiness, AB 32, the air quality goals of the Partnership, and the energy independence and clean energy goals of the San Joaquin Valley Clean Energy Organization (SJVCEO). There has been significant progress toward accomplishing these three goals. SJVCEO continues to drive forward.

Expected Impact

The result of our progress toward goal one – establishing a repository of information – is a new website that will serve as a tool for educators and job seekers. The site provides job links, research materials, and a wealth of resources to supplement and inspire curriculum for high-school and community college courses. This website will be used by teachers, students and job seekers looking for and wanting to share information on clean energy. This will be utilized to inspire the budding entrepreneur and influence a student's higher education choice which is a significant step in preparing the Valley's future workforce.



The site is a working information system. Currently, it has amassed a long list of experiments, lesson plans, white papers, reports and studies on everything from how to make a mini wind turbine, to jobs, to the next trend in renewable energy.

Successful Component

As a parallel effort, green businesses have been identified throughout the Valley and strong relationships have developed. Through these relationships, SJVCEO has been able to provide several green business tours to aspiring high-school students participating in Valley Legacy. Our future workforce has already been exposed to this career option, which has sparked their interest. This is the most important first step in motivating students to choose green careers and education.

Results

SJVCEO arranged about a half dozen speakers to present clean energy topics to classrooms involved in Valley Legacy. About 50 students heard the lectures. The pool of available speakers is 20 members long. More demand for their services is expected as the program ramps up next fall.



“Our project acts as a central information gathering site, a place for others in the effort to go for details. It continues to evolve and will likely gain followers and other components as the project nears completion.”

Mike Nemeth

Program Manager, San Joaquin Valley
Clean Energy Organization
www.sjvcleanenergy.org
www.wiasjvceo.com



Collaborative Projects

As Valley Legacy moved forward and high school students learned about the interesting career opportunities with the high-growth opportunities, additional opportunities to serve the Valley surfaced, including ValleyInternships.com and Valley Career Profile videos.



ValleyInternships.com

In an effort to create a clear career pathway, a website was developed that focuses on connecting college students to internship opportunities within the high growth industry clusters that Valley Legacy (WIA) is focused. Partnering with the International Center for Water Technology, the San Joaquin Valley Clean Energy Organization and several others, a strong outreach plan was developed to increase private sector involvement within the high growth industries throughout the Valley. Additionally, there will be a coordinated strategy among the community colleges and universities to increase student exposure while educating them on high growth industries' career opportunities.

The website is a platform for industry, students and educators. Industry will be able to attain information on how to develop a successful internship program, resources and post their specific internship positions. Students may search these internship positions while gaining valuable knowledge on resume building, interview skills and career paths. Educators are part of the overall process, ensuring that our Valley students receive great experiences and there is feedback to academia for any necessary curriculum advancements. Additionally, there will be video testimonials from local businesses, students and support agencies that discuss the career paths and opportunities within the Valley's high growth industries.

GREEN ENERGY RESOURCE PORTAL

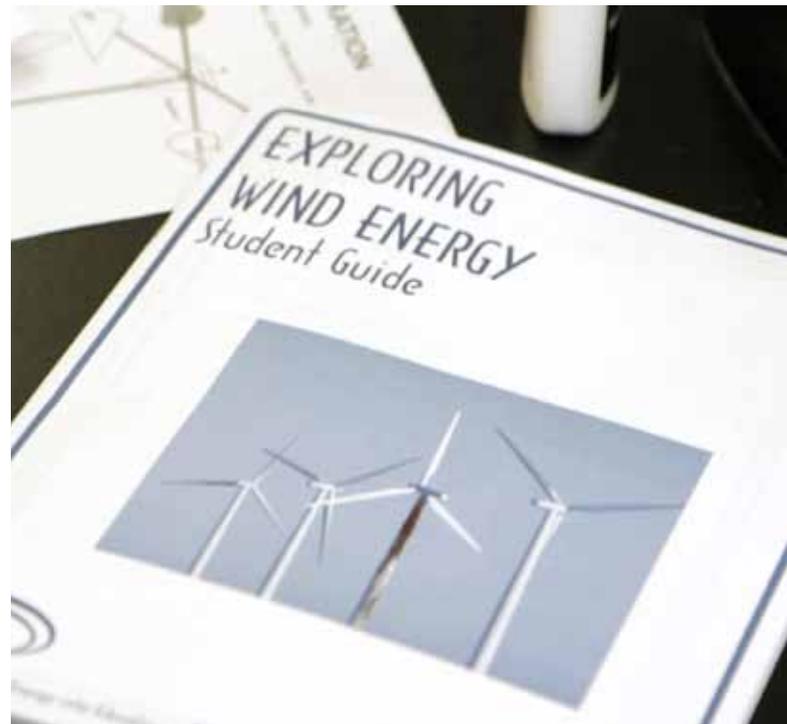
www.wiasjvceo.com

Throughout this grant, a wealth of information was collected that was determined to be of great value to teachers, students, the private and public sector. The San Joaquin Valley Clean Energy Organization, a nonprofit dedicated to improving use of clean and alternative energy and a partner in this grant, created a portal to serve as a tool for educators, job seekers, or an industry tracking trends in a "green" future. Additionally, it can be used by workforce agencies that have a focus in the greening of our emerging workforce. The site provides job links, research material, lesson plans, white papers, reports and studies on everything from how to make a mini wind turbine to jobs and the next trend in renewable energy.

Studies show that green jobs are coming, but employers will need skilled workers. This site, which will continue to expand, is a step toward that goal, and will help make the San Joaquin Valley a leader in renewable energy.

Sustainability

Valley Legacy was designed as a pilot to transform education and prepare students for the future's jobs. Transformation takes several years; unfortunately, the Valley Legacy grant only provides funding for two years. Currently, there are efforts on multiple fronts to secure funding so progress may continue long into the future.



Smart Valley Places



Smart Valley Places Sustainable Communities Initiative Grant

Smart Planning for a New
San Joaquin Valley

Building the Foundation

The U.S. Department of Housing and Urban Development (HUD), in partnership with the U.S. Department of Transportation and the 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.

The California Partnership for the San Joaquin Valley (Partnership) is the grant administrator with fiscal agent California State University, Fresno Foundation. This unprecedented opportunity provided under the Sustainable Communities Initiative (SCI) provides our region the resources necessary to create strong, sustainable communities that offer more transportation choices, equitable affordable housing, economic competitiveness, and healthy, safe and walkable neighborhoods.

Program Overview

Smart Valley Places is coordinated by the California Partnership for the San Joaquin Valley (Partnership) and driven by a compact of 14 Valley cities from throughout the eight-county region, in partnership with four regional nonprofit organizations, California State University, Fresno, the San Joaquin Valley Regional Policy Council, and the California Central Valley Economic Development Corporation. Building on the Partnership's Strategic Action Plan and the San Joaquin Valley Regional Blueprint's smart growth principles, Smart Valley Places is our region'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 net result/outcome will be a single integrated plan for regional growth that will guide the San Joaquin Valley for the next 20 years and beyond. A number of innovative components will provide 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, the work of the partnering nonprofit organizations will allow the region to benefit from the implementation of a regional plan for civic engagement to build technical understanding of smart growth and implementation capacity among local leaders,



Smart Valley Places

government staff and stakeholders and, particularly, low-income and minority populations.

Smart Valley Places, in conjunction with the substantial federal investment to begin California's high-speed rail system in the Valley, 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. With the collective expertise of participants from throughout the region, Smart Valley Places was developed, bringing together a myriad of partners including:

- 14 Compact Cities
- San Joaquin Valley Regional Policy Council
- Community and Regional Planning Center
- California Central Valley Economic Development Corporation
- California Partnership for the San Joaquin Valley
- California Coalition for Rural Housing
- Central California Regional Obesity Prevention Program
- Local Government Commission
- American Farmland Trust

"Smart Valley Places is potentially innovative and transformational as a regional network, designed to directly connect institutions and communities in shared understanding and mutual learning that can lead to strategic actions to achieve sustainable outcomes. This logic appears, to me, to be indisputable."

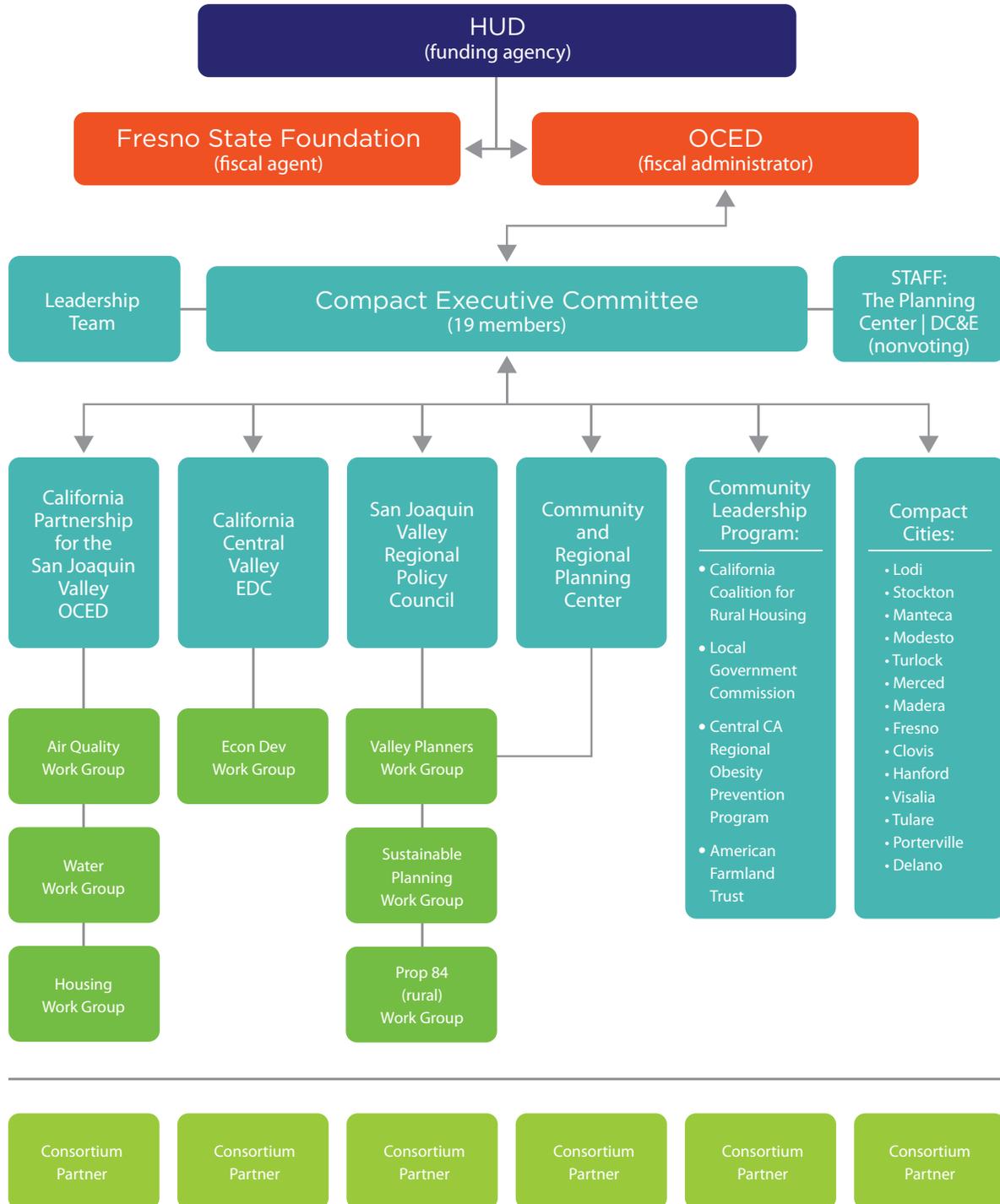
Keith Bergthold

Assistant Director, City of Fresno Planning and Development Department





Smart Valley Places CONSORTIUM

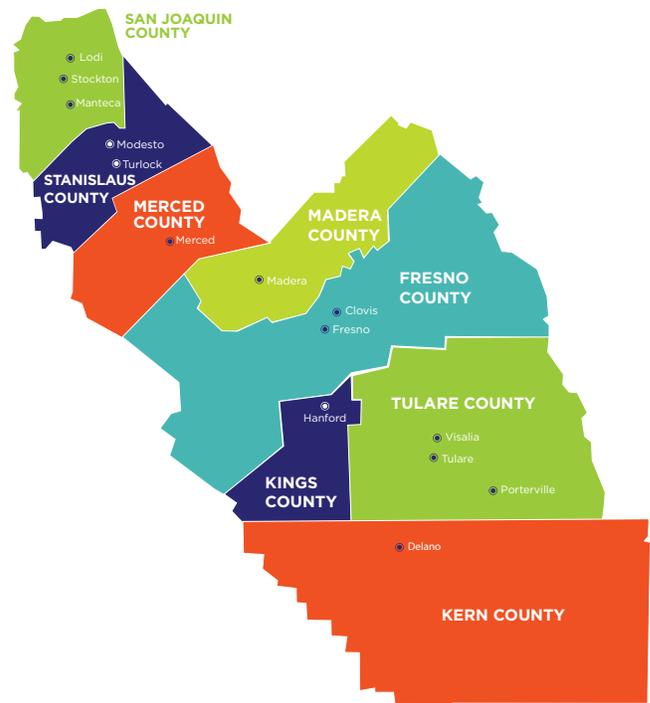


Livability Principles

1. Provide more transportation choices. Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.
2. Promote equitable, affordable housing. Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.
3. Enhance economic competitiveness. Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.
4. Support existing communities. Target federal funding toward existing communities—through strategies like transit-oriented, mixed-use development, and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.
5. Coordinate and leverage federal policies and investment. Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.
6. Value communities and neighborhoods. Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

“The San Joaquin Valley is ready to demonstrate to all developing regions of the world what it means to be sustainable. Smart Valley Places is a crucial trail to this promised land.”

Rollie Smith
Community Advocate



Accomplishments

Project 1: Developed and executed preliminary communications plan

Impact 1: Clear communication was achieved early in the implementation due to the development of several tools: branding and logo, signage, launch reception on Feb 16, 2011, at California State University, Fresno, website developed, social media platform created, print materials created and disseminated to press and key stakeholders.

Project 2: Smart Valley Places invited to Living Cities Boot Camp in Boston (January 2011)

Impact 2: Key members of the consortium were provided an invaluable experience of a three-day informative boot camp with the nation's leading experts on smart growth. The team returned with examples of smart growth projects, lessons learned by other regions, and a network of resources to assist our region as Smart Valley Places moves forward.

Project 3: Director Shelley Poticha (U.S. Department of Housing and Urban Development, Office of Sustainable Housing and Communities) visits with Smart Valley Places

Impact 3: The Smart Valley Places consortium benefited from one-on-one time with Director Poticha with opportunities to ask specific questions and gain insight on how HUD anticipates moving forward with place-based strategies. Additionally, Director Poticha announced that the San Joaquin Valley had been designated as a HUD Preferred Sustainability Status Community.

Project 4: Governance developed

Impact 4: The Compact Executive Committee was created, comprised of representatives from each of the 14 cities, the Partnership, the Regional Policy Council, the California Central Valley EDC, the Community and Regional Planning Center and the Community Leadership Group. The duties and responsibilities of this governing body were outlined in a HUD approved consortium agreement that was signed by each of the 19 consortium members.

Project 5: Hired CEC Coordinator - The Planning Center | DC&E

Impact 5: Through an RFP process, the Smart Valley Places consortium hired the Planning Center | DC&E to provide staff services to the governing body and assist in strengthening the regional network for smart growth in the San Joaquin Valley.

Project 6: Work plan and Consortium Agreement approved by HUD

Impact 6: Through a collaborative process with HUD, the Smart Valley Places consortium developed a regional

work plan and consortium agreement that were ultimately approved by HUD, giving the consortium permission to begin project implementation.

Funded Goals

1. 14 Cities Planning Projects
2. Single integrated plan for regional growth that will guide the San Joaquin Valley for the next 20 years and even beyond
3. 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.



Compact Cities and Corresponding Projects

Compact Cities (Compact) is a network of 14 cities in the eight counties of the San Joaquin Valley which are federally defined urbanized areas (population of 50,000 or more): Stockton, Manteca, Lodi, Modesto, Turlock, Merced, Madera, Fresno, Clovis, Hanford, Visalia, Porterville, Tulare, and Delano. The Compact is lead by the Compact Executive Committee (CEC) which includes the city manager from each participating city, along with representatives from the Partnership, the Community Leadership Group, the San Joaquin Valley Regional Policy Council, the California Central Valley Economic Development Corporation and the Community and Regional Planning Center at California State University, Fresno. The CEC serves as the governing body of Smart Valley Places, with oversight authority for program and project implementation.

To assist with the delivery of Compact Cities projects, the refinement of a Regional Plan for Sustainable Development, and promote coordination and relationship-building in the San Joaquin Valley, the CEC hired a CEC Project Coordinator. Mr. Bill Fulton, Principal and Ben Noble, Senior Associate, both of The Planning Center | DC&E, are working with the Compact Cities to ensure timely project delivery, useful information sharing, and productive networking among the cities and other project partners. Mr. Fulton, a renowned author and expert in California Planning, was appointed Mayor of Ventura in December 2009 and is serving a two-year term. He has been hailed as playing a “key role in re-shaping the way urban and metropolitan growth issues are debated in the post-suburban era”



Ben Noble, Senior Associate, serves as project manager for the CEC Coordinator project. Mr. Noble is responsible for the day-to-day management of the project, as well as, maintaining regular contact with the Smart Valley Places Leadership Team and attending all project meetings.

“Each city in the Valley is unique. But they are facing similar challenges; and it is very important they learn from each other. If we can help the Valley cities learn together how to approach the basic challenges associated with building and retrofitting neighborhoods and communities, we can more efficiently – and inexpensively – improve the quality of life on the ground in these cities and in others as well.”

Bill Fulton

Principal, The Planning Center | DC&E



City Projects

Each city has identified specific projects that they will be championing. The work plans for the individual cities are well under way; these projects include:

Stockton, San Joaquin County

- Climate Action Plan, Implementation, and Related Sustainable Programs

Manteca, San Joaquin County

- General Plan, Land Use, Conservation and Safety Element Update
- Climate Action Plan and Greenhouse Gas Emissions Inventory
- Bicycle and Pedestrian Master Plan Update

Lodi, San Joaquin County

- Climate Action Plan and Implementation
- Development Code Update and Implementation
- Lower Mokelumne River Watershed Stewardship Plan Implementation

Modesto, Stanislaus County

- General Plan Amendments to Land Use and Circulation Elements

Turlock, Stanislaus County

- Comprehensive General Plan Update/EIR
- Downtown Design Guidelines and Zoning Regulations Update

Merced, Merced County

- Form Based Zoning Code

Madera, Madera County

- Development of Master Infrastructure Plans and Water Management Plan with integrated water reclamation strategies

Clovis, Fresno County

- Comprehensive General Plan Update

Fresno, Fresno County

- General Plan, Development Code and MEIR Update and I-PLACE3S GIS Technology

Visalia, Tulare County

- Community Outreach Newsletter Distribution and Community Workshops as part of General Plan Update

Tulare, Tulare County

- Transit Oriented Development Project

Porterville, Tulare County

- Economic Development Strategic Plan
- Update and develop new Design Standards and Specifications
- High Density Housing Upzone Program

Hanford, Kings County

- Downtown East Precise Plan

Delano, Kern County

- Green Building Program
- Healthy Delano and Wellness Element to the General Plan
- Sustainable Delano Element to the General Plan

“We are anticipating that Smart Valley Places will focus even more attention, by both state and federal agencies, on the San Joaquin Valley as we emerge as a region that can truly coordinate planning activities. The Regional Policy Council can help to facilitate many of the local initiatives that are currently under way.”

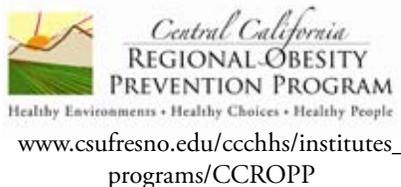
Barbara Steck

Deputy Director, Fresno Council of Governments



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 Livability 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 (program coordinator), American Farmland Trust (lead for integrated community involvement), Central California Regional Obesity Prevention Program (regional coordinator for leadership institutes), and Local Government Commission (lead for regional workshops and webinars). As this is a significant role, the Community Leadership Group is in the planning process of developing a robust program to ensure maximum outcomes.



San Joaquin Valley Regional Policy Council

One of the most valuable tools for our region in pursuing the 3Es of sustainable growth – prosperous economy, quality environment and social equity – is the San Joaquin Valley Blueprint (Blueprint). The Blueprint is the result of a unique regional collaborative effort to plan for the future of the San Joaquin Valley. Begun in 2006, the Blueprint involved seven San Joaquin Valley Councils of Government and one Regional Transportation Planning Agency (Valley COGs) – representing all eight of the Valley’s counties. Under the direction of these entities, an extensive public outreach campaign took place throughout the region which ultimately produced the values of vision for the Blueprint, as well as 12 Smart Growth Principles. These principles establish a benchmark for Blueprint-related decision-making and provide guidance for achieving the adopted Blueprint. The adopted 12 Smart Growth Principles are:

- 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

Upon adopting these principles for smart growth, the Valley COGs worked closely with University of California, Davis, and local planners to use UPLAN, a growth scenario modeling software, to develop a variety of growth scenarios. A status quo scenario was included which was essential to ensuring that the Blueprint identified realistic development patterns. The UPLAN analysis has shown that if growth continued as it had during the previous five to 10 years, an additional 760,000 acres of agricultural land throughout the Valley would be converted to urban uses by 2050.



Through this scenario development process, the three Valley-wide alternative growth scenarios were considered based on different levels of housing density, travel choices and other variables. Ultimately, a single preferred growth scenario for the San Joaquin Valley was selected. On April 1, 2009, the San Joaquin Valley Regional Policy Council (RPC) adopted the preferred growth scenario and the 12 Smart Growth Principles, officially concluding the three-year planning process and setting the stage for the transition to the implementation of the Blueprint by the cities and eight counties of the Valley. Currently, RPC is preparing to launch into Prop 84 activities in rural areas, which parallels the work of Smart Valley Places.

SAN JOAQUIN VALLEY



www.sjvcogs.org

Community and Regional Planning Center

The Community and Regional Planning Center (CRPC) is a project of California State University, Fresno designed to serve as a planning-related knowledge clearinghouse for the Valley region. Through its faculty, associates and students, it will develop and deliver technical assistance to cities and towns, addressing issues such as affordable housing, land use planning, zoning, job-creating economic development, environmental assessment, and energy conservation. It will support planning-related knowledge sharing and innovation through disseminating best land use practices, encouraging peer learning, publishing data analysis and research and incubating and testing new ideas for sustainable development and resource conservation in the Valley. Most recently, CRPC has hired Dr. Hongwei Dong as its new acting director (effective August 2011). He will support continued participation in the Smart Valley Places initiative.

California Central Valley Economic Development Corporation

The California Central Valley Economic Development Corporation (CCVEDC) is a regional marketing group whose mission it is to promote job creation in the eight counties of the San Joaquin Valley. CCVEDC provides businesses with the necessary resources when evaluating, planning and implementing a site location/expansion in the region. The CCVEDC Board of Directors comprises representatives from each of the eight EDCs in the San Joaquin Valley, along with a representative from Pacific Gas & Electric.



Center Yourself.

www.centralcalifornia.org

Conclusion

From concept, Smart Valley Places has grabbed national attention for its innovation, comprehensiveness and emphasis on community leadership development. It has already become apparent that Smart Valley Places is the platform for larger transformational change efforts.

This first became clear when the U.S. Department of Housing and Urban Development announced that it will award two bonus points to applicants that are working with Preferred Sustainability Status Communities on project integration and coordination of smart growth concepts and initiatives in the region. The San Joaquin Valley has been designated as a Preferred Sustainability Status community based on the \$4 million award for regional planning grant for Smart Valley Places received in October 2010.

It is certain that this is the beginning of a new approach to smart planning, collaboration and realignment. The Partnership welcomes new challenges and opportunities to serve the Valley and support implementation of smart growth principles throughout the region.

Get Connected

www.SmartValleyPlaces.org

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“The Community and Regional Planning Center will contribute to the Smart Valley Places program in a technical and logistical support capacity. Our students will provide support for the several regional planning conferences and information sharing and clearinghouse functions as the various city planning projects are completed, evaluated and shared across the Valley.”

John Dugan

Director, Planning and Development Department,
City of Fresno

Measuring Progress



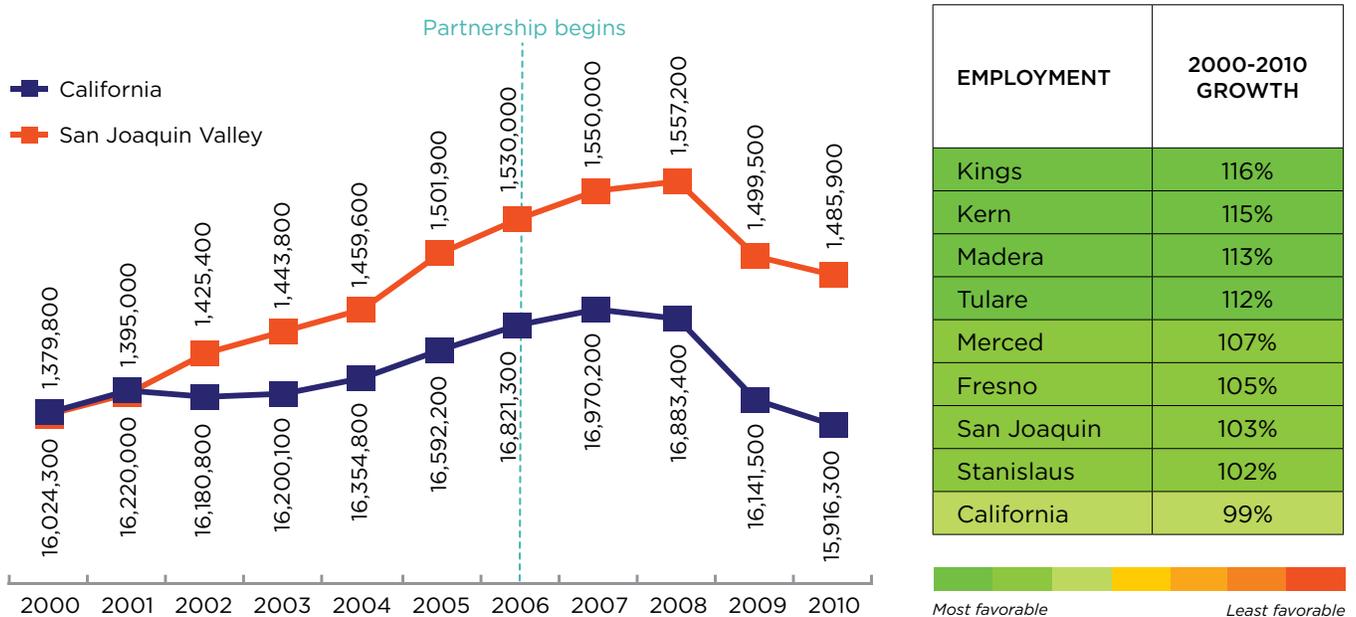
As an outcome-driven organization, measuring progress toward the 10-year Strategic Action Plan is essential. The goals of the Partnership and its work groups are slow-moving and daunting; however, assessing the Partnership's efforts and reviewing community indicators must be done regularly.



Center for Economic Development at
California State University, Chico

This section was prepared by the Center for Economic Development (CED) at California State University, Chico, an entity committed to helping communities prepare and plan for future growth. CED's goals are to help communities and businesses in planning and community development; leadership training, employment generation and workforce development; and natural resource management and alternative energy advancement.

Employment



Source: California Employment Development Department, Labor Market Information Division

What is it?

Employment includes all individuals who 1) worked at least one hour for a wage or salary, 2) were self-employed, 3) worked at least 15 unpaid hours in a family business or on a family farm. These individuals must have been employed during the week which includes the 12th day of the month. The annual average is the mean average of the 12 months in the calendar year. Those also counted as employed were individuals who were 1) on vacation, 2) on other kinds of leave, 3) involved in a labor dispute.

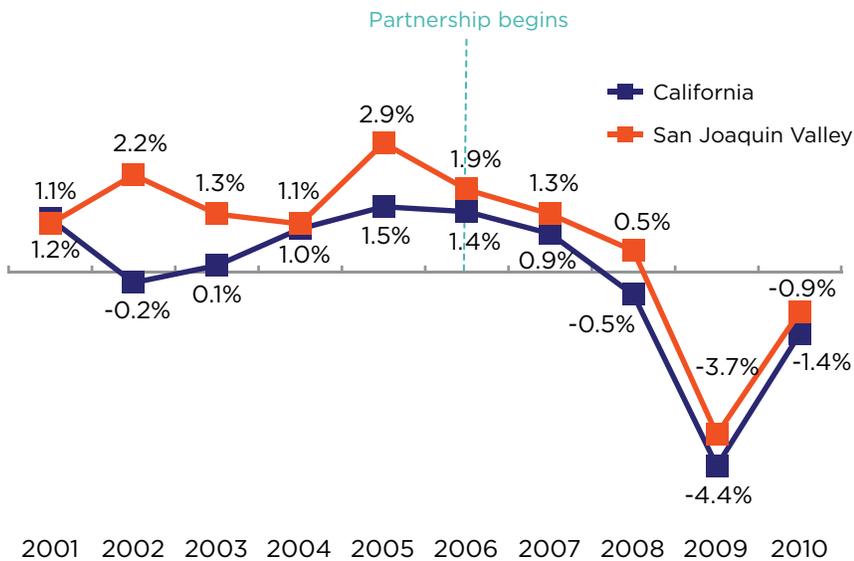
Why is it important?

Employment is the primary indicator of the economic situation of workers living in the San Joaquin Valley. Increasing employment means more jobs for workers and workers have an easier time finding work.



Employment

Annual Percentage Change

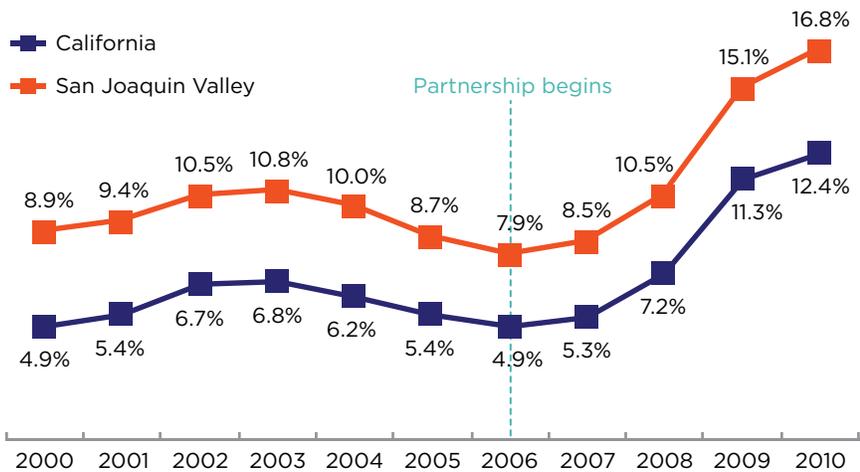


Source: California Employment Development Department, Labor Market Information Division

How are we doing?

The San Joaquin Valley experienced employment growth from 2000 through 2008. During the two years after 2008, total employment had fallen by 71,300 employees, dropping to a level lower than at any time since 2004. However, employment growth in the Valley has consistently outperformed state growth; the decline during the current recessionary period is not as severe. This, however, may be partially due to increasing residents in Valley counties commuting to San Francisco and Sacramento to work.

Unemployment



UNEMPLOYMENT	2000-2010 GROWTH
California	12.4%
Madera	15.6%
Kern	15.9%
Kings	16.5%
Fresno	16.8%
Tulare	16.8%
San Joaquin	17.3%
Stanislaus	17.4%
Merced	18.9%

Most favorable Least favorable

Source: California Employment Development Department, Labor Market Information Division

What is it?

The unemployment rate is unemployment divided by labor force. Unemployment is the estimated number of people 1) who are actively seeking work, 2) who do not work at least one hour per week for pay, 3) who are not self-employed. Labor force is the number of people with jobs plus the number of unemployed. The data is estimated at the place of residence and reported by the California Employment Development Department, primarily from data collected by the U.S. Current Population Survey (CPS).

Unfortunately, the government has difficulty determining, through CPS, exactly how many people meet the technical definition of unemployed at the county level, as opposed to those with unreported jobs or those who are not seriously looking for work. That makes this indicator an inexact measure of whether or not people have a difficult time finding a job.

Why is it important?

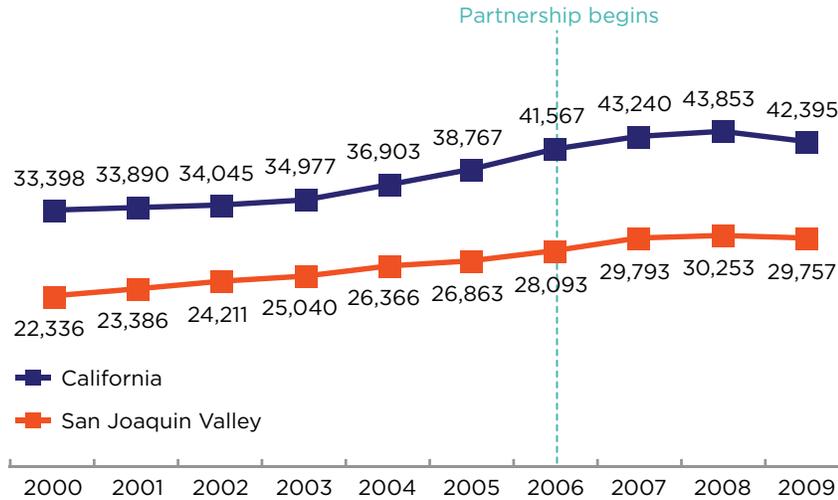
The unemployment rate often is used as a primary measure of economic health. Sustained high unemployment rates typically indicate the presence of structural economic and/or social issues within the community; although what is considered high may vary from one community to the next. The unemployment rate also can indicate a change in potentially qualified workers available in the community. As unemployment falls, employers have a more difficult time attracting qualified employees at the rates of pay offered by employers.

How are we doing?

The unemployment rate for the San Joaquin Valley follows the state trend; but it is much higher than the state. In 2010, the Valley unemployment rate reached a 10-year high of 16.8%. During the current economic crisis, beginning 2008, the Valley unemployment rate increased at a faster rate than the state.



Personal Income



INCOME	2009 PER CAPITA INCOME
California	\$42,395
Stanislaus	\$31,248
San Joaquin	\$31,071
Fresno	\$30,646
Kern	\$29,630
Tulare	\$27,721
Merced	\$27,517
Madera	\$26,790
Kings	\$26,426

Most favorable Least favorable

Source: Bureau of Economic Analysis and American Community Survey

What is it?

Per capita income is calculated by the Bureau of Economic Analysis by dividing its estimate of total personal income by the U.S. Census Bureau's estimate of total population.

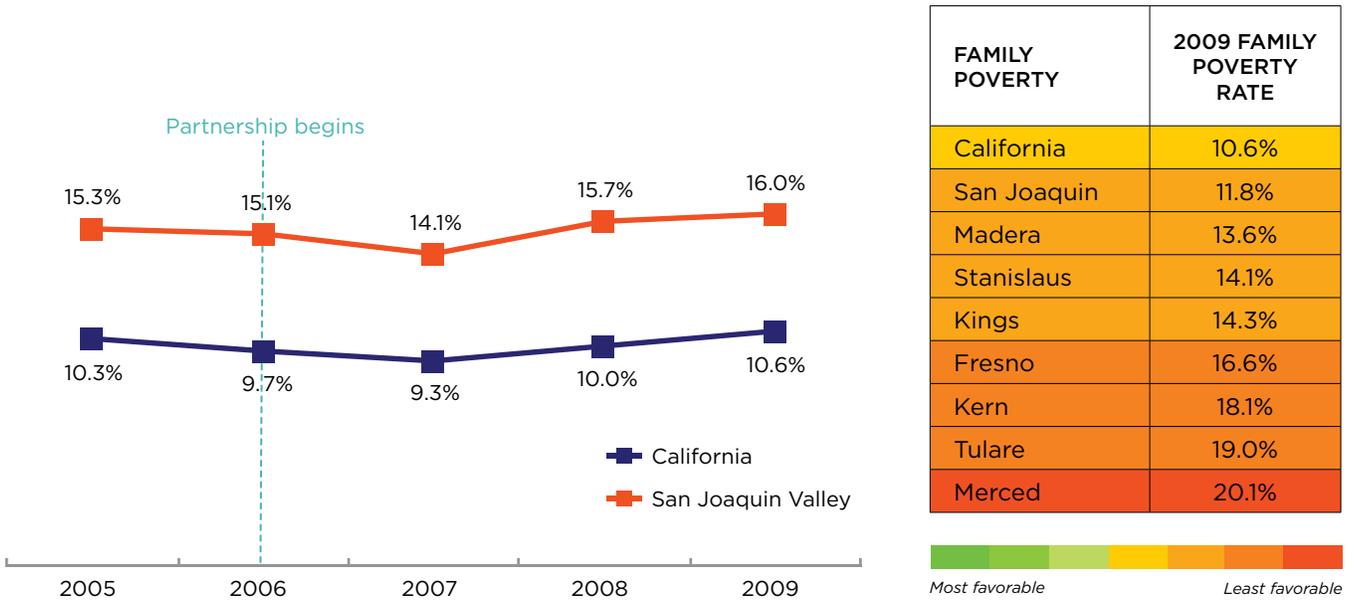
Why is it important?

Per capita income is one of the primary measures of economic well-being in a community. Changes can indicate trends in a county's standard of living, or the availability of resources to an individual, family, or society. Per capita income tends to follow the business cycle, rising during expansions and falling during contractions. Income influences buying power and, therefore, affects consumer choice and local retail sales. Income is one measure of the benefits to people provided by employment, government, or their own investments.

How are we doing?

Per capita income in the San Joaquin Valley was \$29,757 in 2009 which was \$12,638 less than the state average. In the early part of the past decade, income growth in the San Joaquin Valley outpaced income growth in the state. While Valley income has continued to increase since 2004, the increase was slower than in California.

Families in Poverty



Source: American Community Survey, U.S. Department of Commerce and Bureau of the Census, Small Area Income and Poverty Estimates

What is it?

Poverty status is defined for each family household, either everyone in the family is considered to be living in poverty or no one is considered to be. The characteristics used to determine poverty status for a family include 1) number of people, 2) number of related children under 18, and 3) whether the head of household is over age 65. If a family's total income is less than the poverty threshold, then that family is considered to be impoverished. Poverty thresholds do not change geographically; although they are updated annually for inflation using the Consumer Price Index. The official poverty definition includes income before taxes and does not include capital gains or noncash benefits, such as public housing, Medi-Cal, or food stamps. This indicator shows the percent of all families (not persons) living below the poverty line.

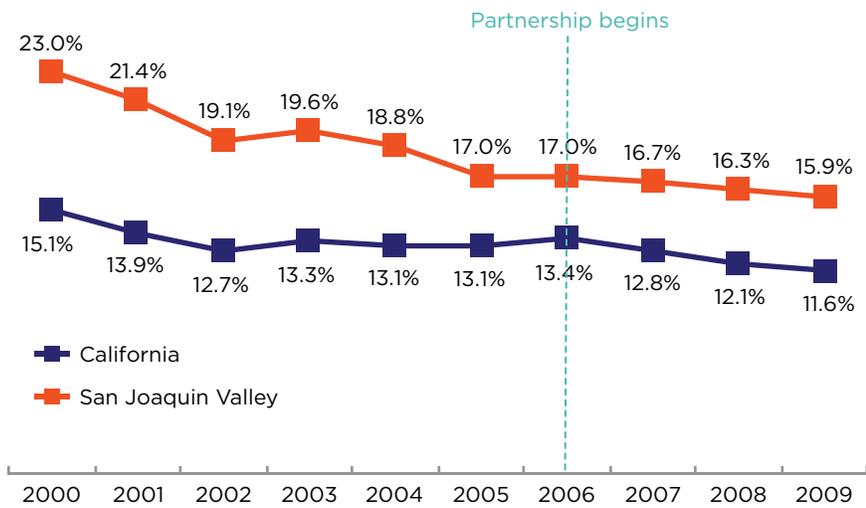
Why is it important?

A high poverty rate in an area can indicate economic and social issues among persons living in the community. It may also indicate a scarcity of available employment, or a dearth of skilled labor capable of earning higher wages.



Families in Poverty

Percent of Population in Poverty

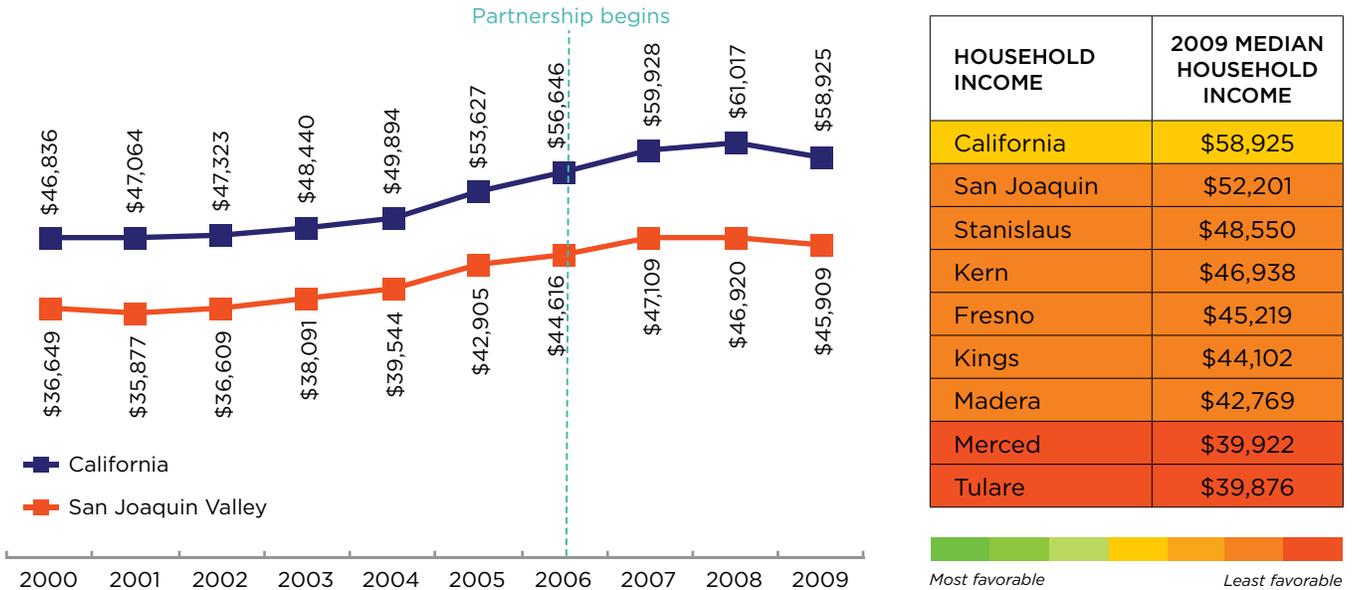


Source: American Community Survey, U.S. Department of Commerce and Bureau of the Census, Small Area Income and Poverty Estimates

How are we doing?

The percentage of families in the San Joaquin Valley living below the poverty line is persistently and significantly higher than California by a factor of about 1.5. In 2009, the Valley's family poverty rate of 16.0 percent was more than 50 percent higher than statewide.

Median Household Income



Source: U.S. Department of Commerce, Bureau of the Census, *Small Area Income and Poverty Estimates* and California Department of Finance, *Demographic Research Unit*

What is it?

Median household income is the income level at which half of the area's households earn more and the other half earn less. It can be conceptualized as the income midpoint and is estimated annually for counties by the U.S. Census Bureau.

Why is it important?

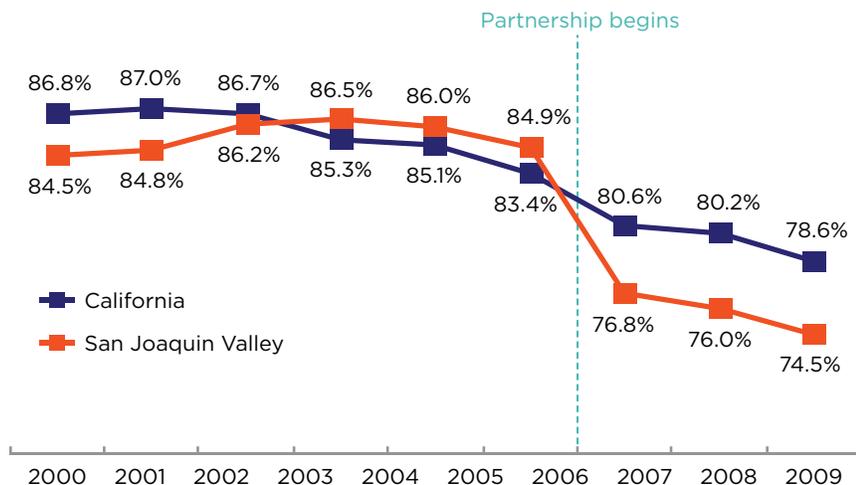
Median household income is a better measure of average income than per capita income when evaluating income growth among all economic classes. Changes in per capita income may be driven by growth increases in the high income ranges only; whereas, growth in median household income usually indicates expansion across the full range of incomes.

How are we doing?

In the San Joaquin Valley, median household income has increased every year between 2001 and 2007, peaking at \$47,109. From 2001 through 2005, median household income in the Valley grew faster than in the state. The pace of growth slowed below the state's pace of growth and began declining in 2007. However, the Valley's income decline between 2008 and 2009 was less than the income decline in the state.



High School Graduation Rates



GRADUATION RATE	2008-09 GRADUATION RATE
California	78.6%
Merced	78.2%
Madera	77.6%
Kings	76.4%
Fresno	75.1%
Stanislaus	74.3%
Tulare	74.1%
San Joaquin	73.6%
Kern	72.9%



Source: California Department of Education, Education Demographic Office

What is it?

High school graduation rates are calculated by the California Department of Education and are based on the definition deemed by the National Center for Education Statistics. How data is derived: total number of graduates divided by sum of number of graduates and number of dropouts from the 12th grade that year, the 11th grade the previous year, the 10th grade the previous two years, and the 9th grade the previous three years.

Why is it important?

This rate is an indicator of how well youth are prepared to enter the workforce or to obtain higher levels of education. Higher graduation rates are directly related to higher incomes, which improve economies and diversify the workforce.

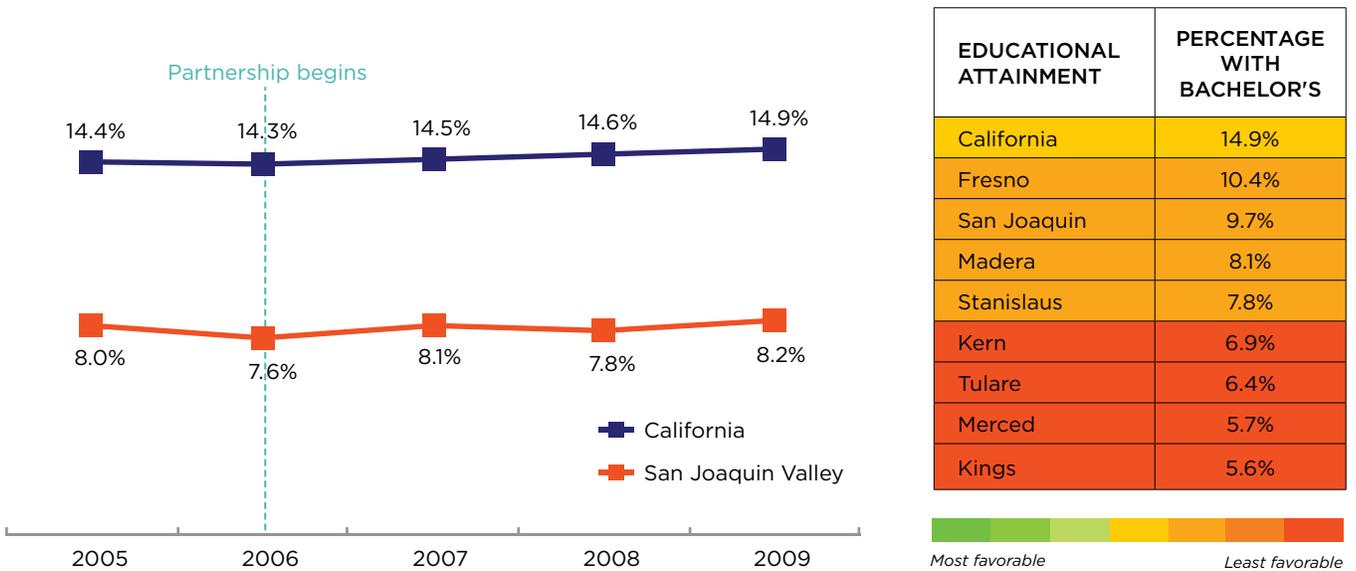
How are we doing?

In the San Joaquin Valley, between 2000 and 2005 rates steadied between 84 and 86 percent. From 2006 to 2008, the rate fell to 74.5 percent. Between 2003 and 2006, graduation rates in the Valley exceeded those in the state. Rates statewide also have been falling but not as rapidly as those in the San Joaquin Valley.



Educated Workforce

Percentage of Population Over Age 25 with a Bachelors Degree or Higher



Source: American Community Survey

What is it?

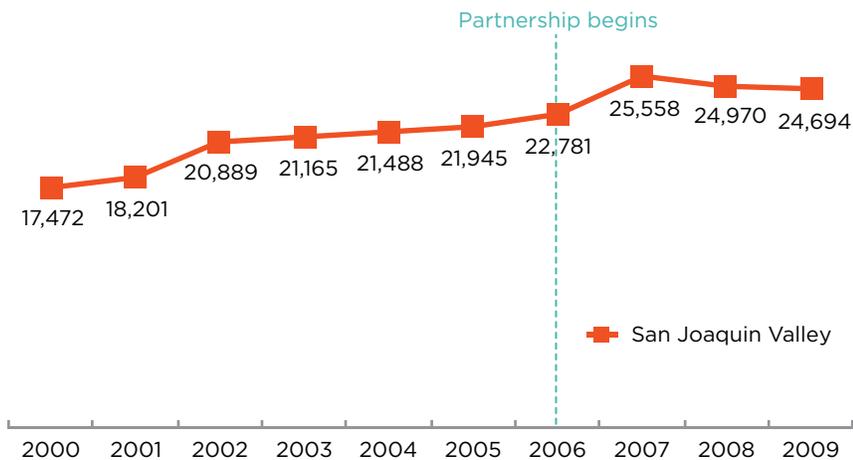
Educational attainment is the highest level of education achieved by individuals living in the region. The American Community Survey collects data, annually, on educational attainment for counties with more than 65,000 people. Also, the California Post Secondary Education Commission records the total number of college degrees conferred in each county.

Why is it important?

An educated workforce is considered to be an important factor for economic development. Educational attainment is linked with the skill level of the workforce. Greater portions of the population with higher educational attainment are linked to higher incomes and lower unemployment. Generally, people with college degrees have an easier time finding jobs. In addition, higher education is linked with higher incomes. The number of college degrees conferred indicates the number of higher-skilled workforce entrants every year.

Educated Workforce

Graduation Rates for Colleges Within the San Joaquin Valley



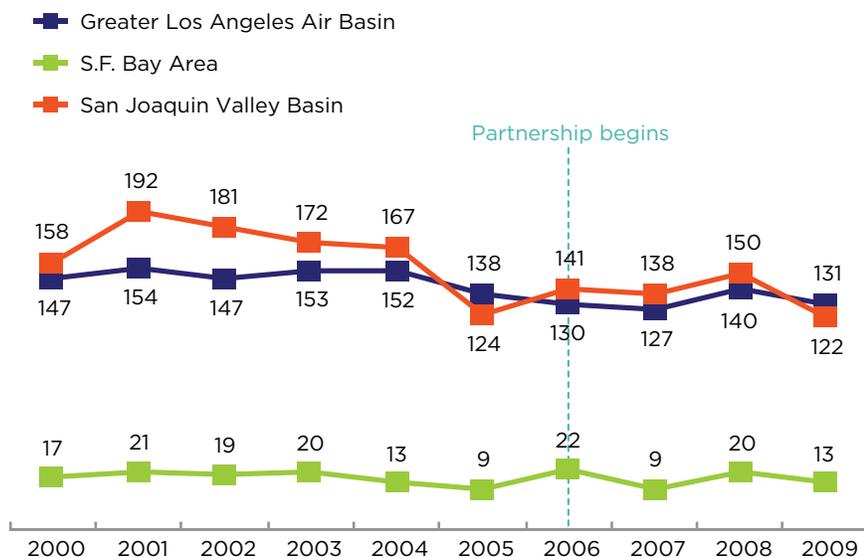
Sources: *California Post Secondary Education Commission*

How are we doing?

Measured by the percent of the population age 25 and over, with at least a bachelor's degree, educational attainment in the San Joaquin Valley is far below the state. In 2009, only 8.2 percent had a bachelor's degree, compared to 14.9 percent statewide. However, 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. Educational attainment has not kept pace indicating that many graduates are leaving the area and, therefore, not applying their talents in the Valley.

Air Quality

Days Exceeding State 8-hr Ozone Standard



Source: California Air Resources Board

What is it?

Air quality is the general term used to describe various aspects of the air that plant, animal, and human populations are exposed to in their daily lives. There are four main contaminants that decrease air quality: particulates (PM10 and PM 2.5), tropospheric ozone (O3), carbon monoxide (CO), and oxides of nitrogen (NOX). 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. Here, the California 8-hr ozone standard is used as the indicator for air quality and is reported by the California Air Resources Board.

Why is it important?

Standards for air pollutants are established to protect human health, avoid damage to sensitive vegetation, and preserve aesthetic values. If a region exceeds one or more standards for the four pollutants described above, the state may limit the type of new industrial facilities that can be built in the area as well as place more restrictions on existing operations in the future. As industry, agriculture production, and traffic continue to increase across the San Joaquin Valley, air quality may decrease if certain actions or policies are not in place. Air quality affects all populations, especially the young, the

elderly, and those with heart or lung problems. Ultimately, a county with high levels of pollutants also will see an increased need for health services. Air quality can be an important factor in determining where people are willing, or able, to live as well.

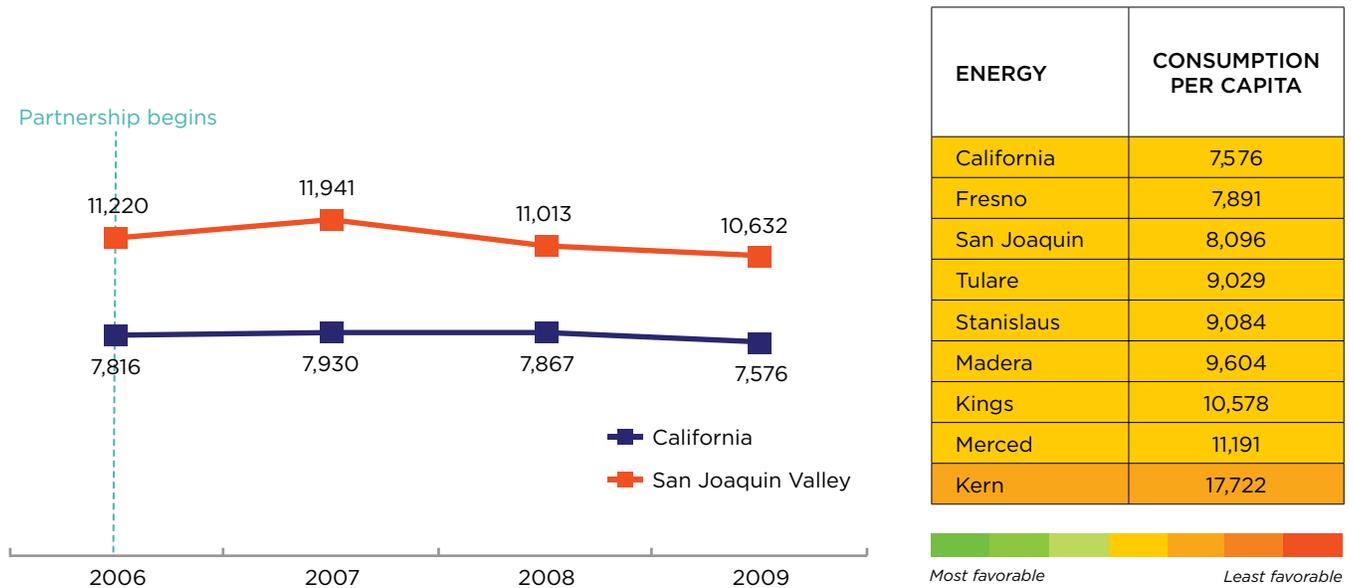
How are we doing?

In the San Joaquin Valley air basin, the number of days over the state standard for ozone is consistently higher when compared to the San Francisco air basin. The Valley number often is higher than in the Los Angeles air basin. However, the general trend is an improving air quality. From 2000 to 2009, the trend has been decreasing from a high of 192 days in 2001 to a low of 122 days in 2009.



Energy

Consumption of kwh Per Capita



Source: California Energy Commission

What is it?

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. Here, electricity consumption is calculated on a per-person basis. This includes both residential and commercial electricity consumption.

Why is it important?

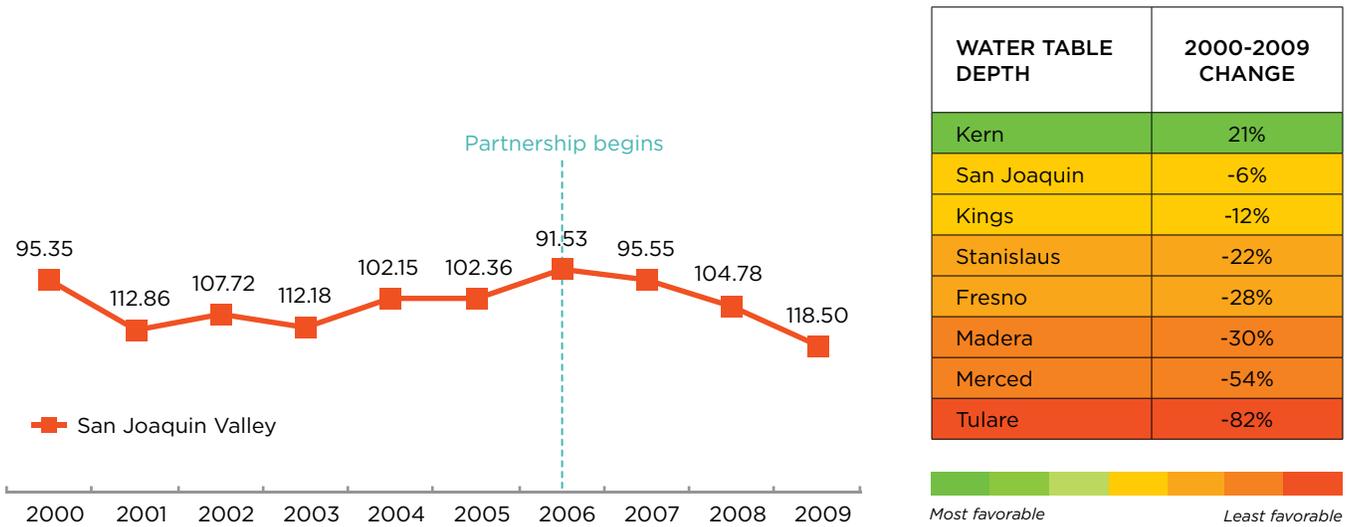
Energy consumption per capita can indicate greater efficiencies in energy consumption over time. The measure includes both residential and commercial consumption; therefore, it also serves as a measure of industrial sustainability. Some areas have a disproportionate share of industries with high electricity use, which affects this indicator. New industries can be built around the improvement of energy efficiency. This can improve both short- and long-run economic health by reducing energy costs and creating jobs, as opposed to paying higher electricity bills to nonlocal providers.

How are we doing?

Per capita electricity consumption in the San Joaquin Valley has consistently been higher than in the state. This would be expected, in general, because of the region's hotter summers and colder winters than California's more populated coastline. Electricity consumption per capita has decreased by 11 percent since 2007.

Urban Water Usage

County Water Table Depth



Source: California Department of Water Resources

What is it?

The California Department of Water Resources (CDWR) has, in the past, reported urban water usage. Local water usage reporting, however, was inconsistent; annual usage statistics were unreliable. CDWR stopped publishing the data in 2001. Water table depth is now used to measure sustainability of water usage in the San Joaquin Valley.

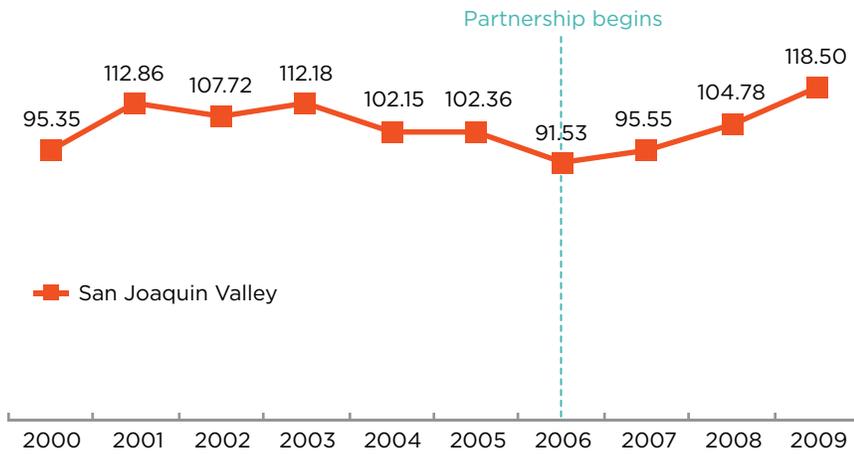
Groundwater depth statistics, also reported by CDWR, are based on water well tests that include recordings of water depth. Testing results included wells which had readings at least every year between 2000 and 2009.

Why is it important?

Water is scarce in most parts of California, creating tremendous pressure to redistribute the state's water resources and to find new sources and ways to store and deliver water more efficiently. In addition, water is only plentiful certain times of the year. Typically, whenever water shortages occur, groundwater is used to supplement surface water storage and delivery. Therefore, water table depth is a measure of sustainable use of water resources. Declining groundwater depth indicates unsustainable water use. Groundwater depth is expected to decline during drought years then recover during wet years. The long-term trend is vital in evaluating this measure.

Urban Water Usage

County Water Table Depth



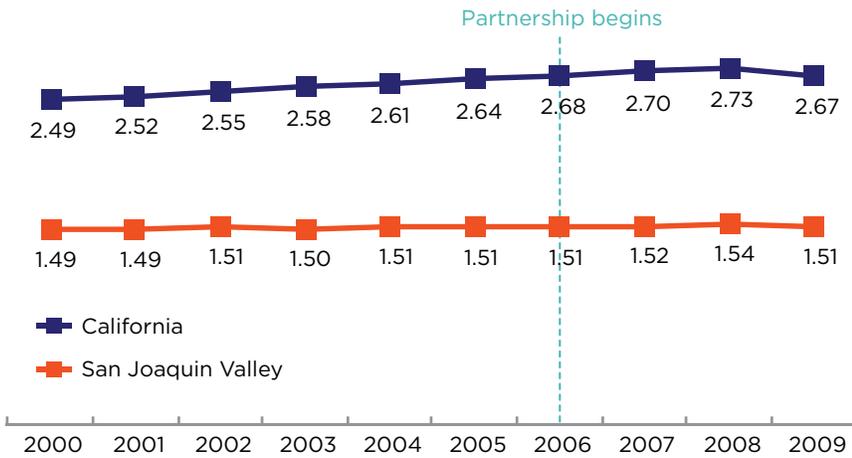
Source: California Department of Water Resources

How are we doing?

The San Joaquin Valley experienced a sustained drought between 2006 and 2009, resulting in deeper groundwater depth than seen in the past 10 years. However, there has been a positive sign. Levels rose in the early part of the last decade when water was more plentiful. Rainfall increased in 2010 and 2011; if these measurements show significantly rising groundwater levels, then water use in the Valley will have been generally sustainable.

Access to Primary Health Care

Number of Physicians per 1,000 Persons



ACCESS TO PRIMARY CARE	PHYSICIANS PER 1,000 PERSON
California	2.67
Fresno	1.97
Stanislaus	1.76
San Joaquin	1.52
Kern	1.36
Madera	1.26
Tulare	1.13
Merced	0.94
Kings	0.92



Source: RAND California Statistics and California Department of Finance, Demographic Research Unit

What is it?

Rand California provides data on the number of licensed primary care physicians by county, cited from the Health Care Financial Association's Medicaid Statistics Branch. This figure was converted to a number per 1,000 persons to enable regional comparisons.

Why is it important?

Primary care is usually an entry point for successful medical care. Primary care physicians can solve most health issues and can do so in the most cost-effective manner. Lack of access to primary care physicians is linked with untreated health conditions, inefficient care (for example, patients seeking primary care from hospital emergency rooms), and poor health in general. The number of health care providers is an indicator of access to primary health care.

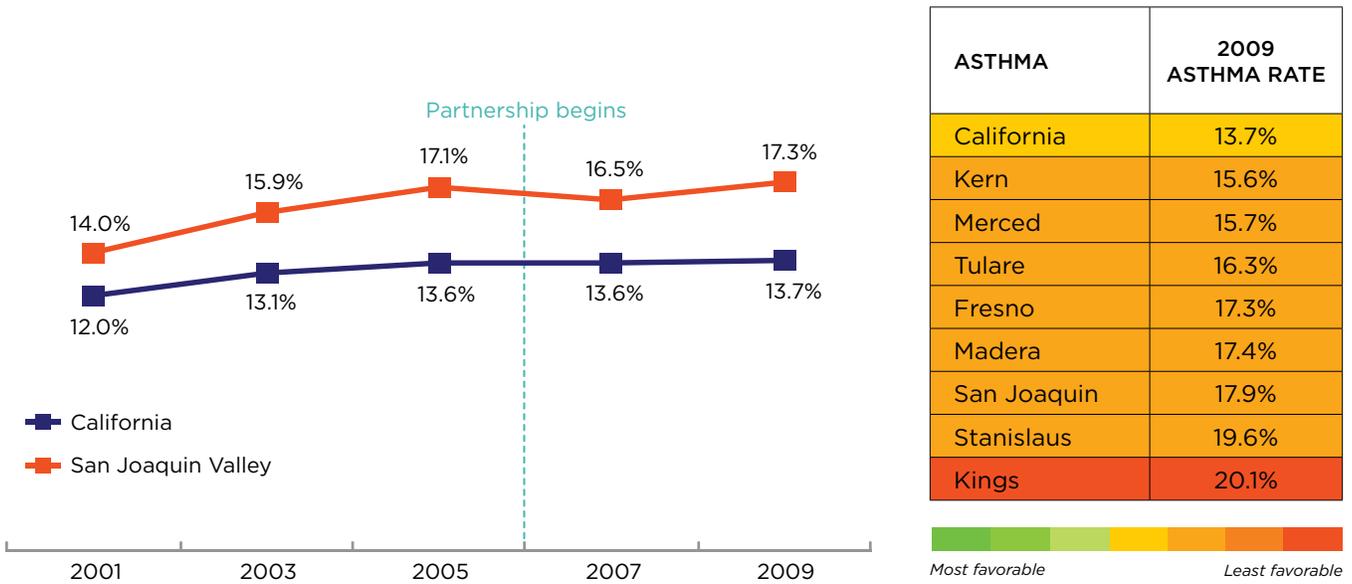
How are we doing?

The San Joaquin Valley hosts far fewer primary care physicians per 1,000 residents than California overall. Since 2000, the gap has increased. While the Valley's rate has remained around 1.5, the rate in California increased from 2.5 to about 2.7.



Asthma

Percentage of People Ever Diagnosed with Asthma



Source: California Health Interview Survey

What is it?

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.

Why is it important?

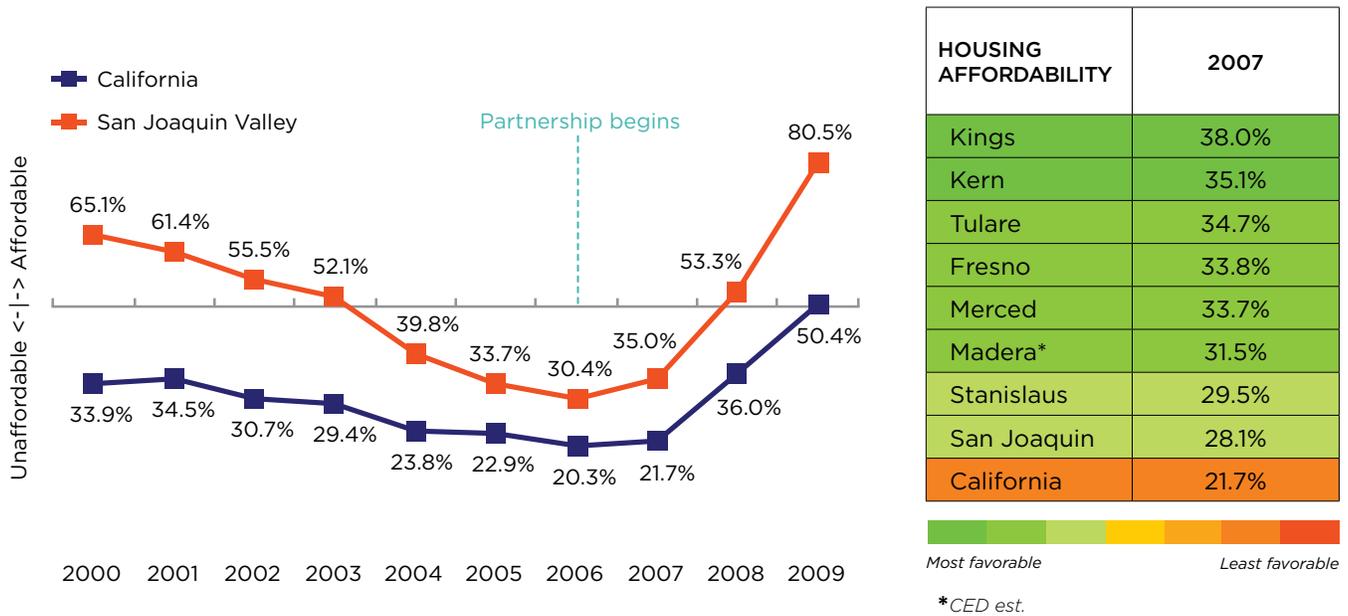
Asthma rates in a particular region are an indicator of how air quality affects the health status of the population. People who have been diagnosed with asthma are usually the first to experience health problems when air quality worsens.

How are we doing?

The San Joaquin Valley has experienced higher rates of diagnosed asthma than California. Rates reached 17.3 percent in 2009, which was 3.6 percent higher than the statewide asthma rate.

Housing

Percent of Population Able to Afford a Home



Source: Calculated by the Center for Economic Development at California State University, Chico based on a methodology recommended by the National Association of Realtors

What is it?

Housing affordability is measured using a calculation recommended by the National Association of Realtors. The calculation uses 1) 30-year mortgage rates, 2) average existing home sales prices, and 3) the 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 these are the only ones with reported home prices every year since 2000.

Why is it important?

Investment in real estate, especially owner-occupied housing, is often a step in the path of financial security. Recently, this notion has been challenged with the housing bubble. Some home buyers purchased homes they could not afford; the housing bubble burst exposing these buyers financially.

Nearly everyone who purchased a home for the first time, between 2004 and 2009, owes more on their home than their home is worth. This is a serious financial issue even when the household can afford the loan payments.

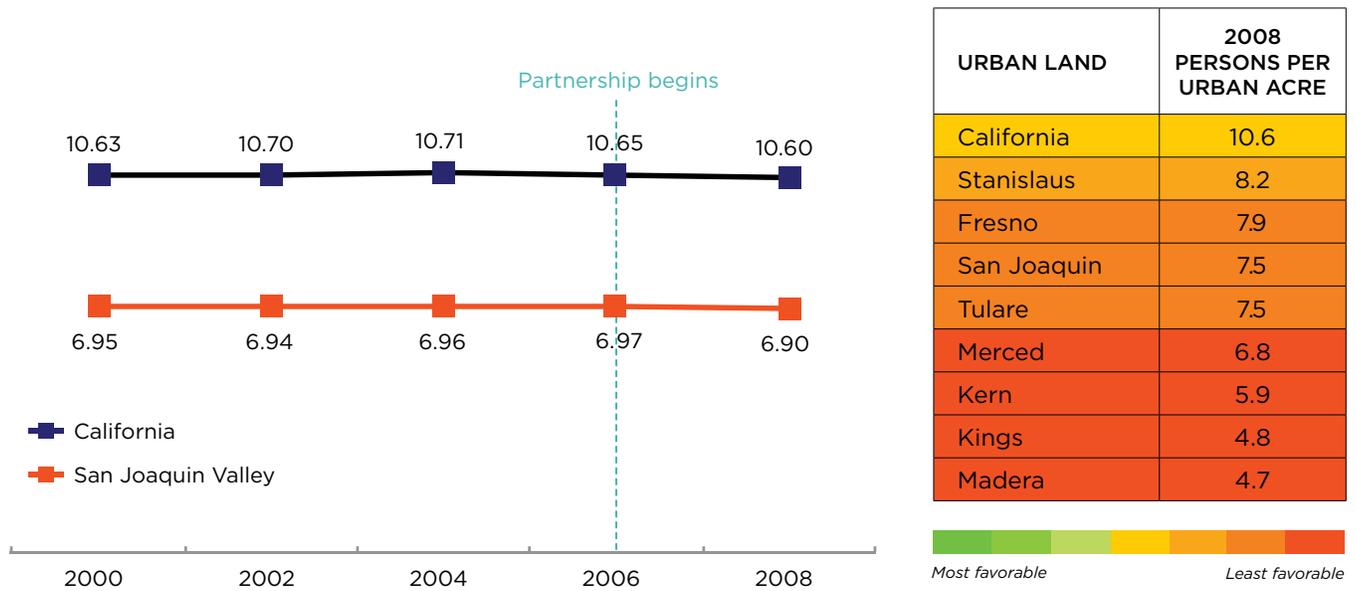
How are we doing?

Housing in the San Joaquin Valley is far more affordable than average for California. However, the effect of the housing bubble on the Valley can be seen clearly. Housing dipped from affordable to unaffordable in 2004 and remained there until 2008 when the bubble burst. Starting in 2009, housing became more affordable in the Valley than it has in a long time; although, at present, tight credit markets prevent many who would normally be able to afford a home from buying one.



Urban Development

Persons per Urban Acre



Source: California Department of Conservation, Farmland Mapping and Monitoring Program

What is it?

Every two years, the California Department of Conservation conducts aerial land surveys in agricultural areas to determine the extent to which farmland may or may not be replaced by other uses over time. Generally, the most common land use conversion is from agriculture to urban-developed land. Therefore, in this process, the amount of urban land is recalculated every two years. Urban land acreage values were converted into a person-per-urban-acre to measure the efficiency housing population in new urban lands.

Why is it important?

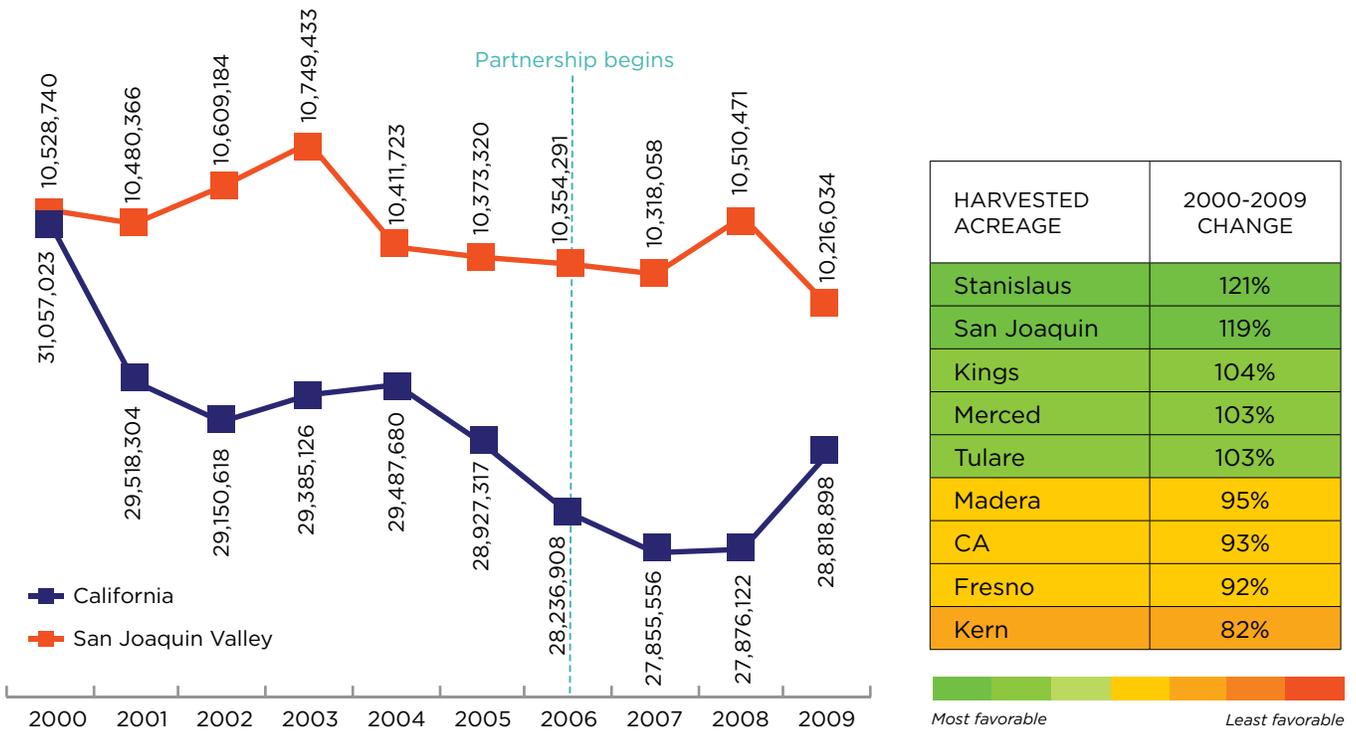
Urban land use efficiency in terms of persons-per-urban-acre is a measure of land use sustainability. More compact development allows the housing of more people on fewer acres of land, which means less land is taken from agriculture and other potentially productive land uses.

How are we doing?

Historically, urban development in the San Joaquin Valley has been suburban and exurban in nature, which means large homes with large yards spread out over vast areas of land. This is why current persons-per-urban-acre (6.9) is so much lower than in California (10.6). New urban land between 2000 and 2008 housed only 6.6 persons per acre (633,000 new people, 95,500 new urban acres), hence urban land efficiency slowly declined over this period.

Farmland

Total Harvested Acreage



Source: United States Department of Agriculture, County Agriculture Commissioners Data

What is it?

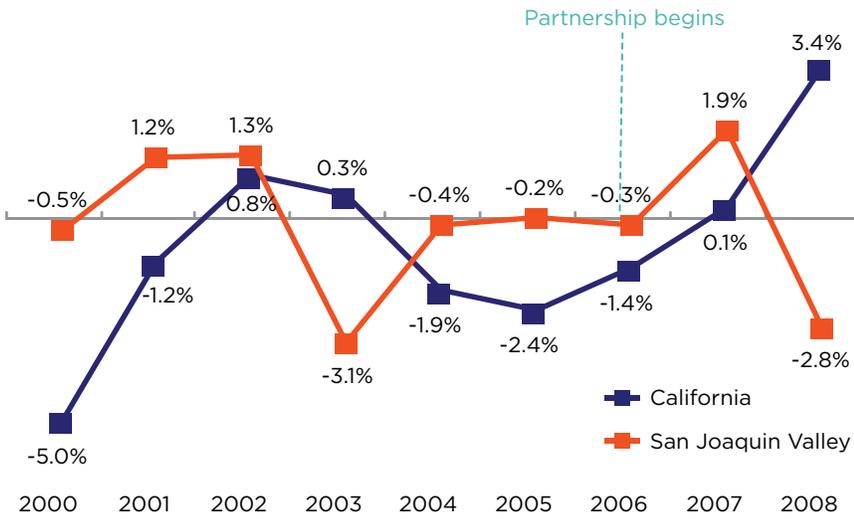
This indicator reports agricultural land in production every year. Harvested acreage of agricultural land is reported by the County Agricultural Commissioner to the U.S. Department of Agriculture. Unfortunately, there is no consistent methodology for estimating harvested acreage from county to county or from year to year. Commissioners are required to base their estimate on a local survey, which makes these figures the most reliable, consistent, and continuous measure available.

Why is it important?

Agriculture is a dominant land use in the landscape of the San Joaquin Valley. In addition to being a major economic engine, agriculture has become a major social factor (a source of community and regional identity) as well as an environmental factor (productive land must be sustainably maintained). The amount of land in agricultural production can be affected by annual water availability and long-term urban land conversion.

Farmland

Annual Percent Change of Total Harvested Acreage



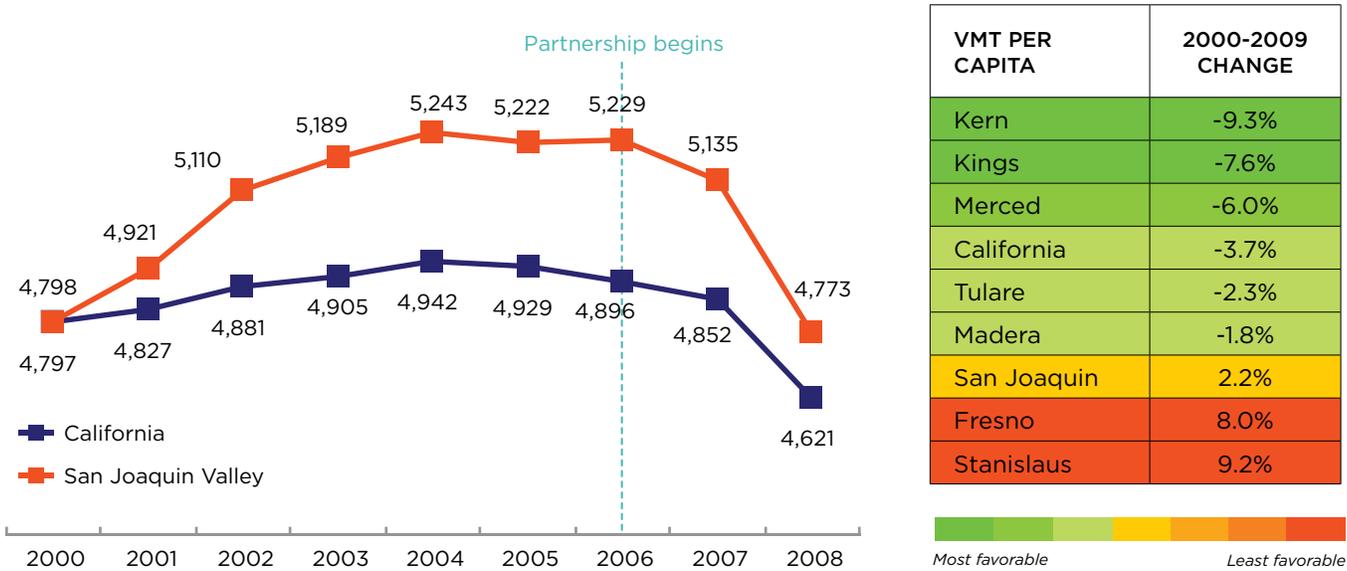
Source: United States Department of Agriculture, County Agriculture Commissioners Data

How are we doing?

San Joaquin Valley farmland productivity has generally been decreasing since 2000. The most productive year was 2003 with 10.7 million acres in production; the least was in 2009 with 10.2 million acres. Although both California and the Valley have each experienced decline, California's harvested acreage has declined at a faster rate since 2000.

Transportation

Vehicle Miles Traveled Per Person



Source: California Department of Transportation

What is it?

Traffic volumes on California’s highways are estimated annually and measured on the ground periodically by the California Department of Transportation (Caltrans). Caltrans also estimates vehicle hours of delay, which is the amount of time lost because of slowing traffic due to congestion, from data reported at traffic speed monitoring stations positioned in major commute corridors in urban areas. The data is collected to help the state plan transportation improvements. Vehicle-hours-of-delay is only available for Caltrans districts. District six includes Madera County to the south, while district ten includes Merced County to the north.

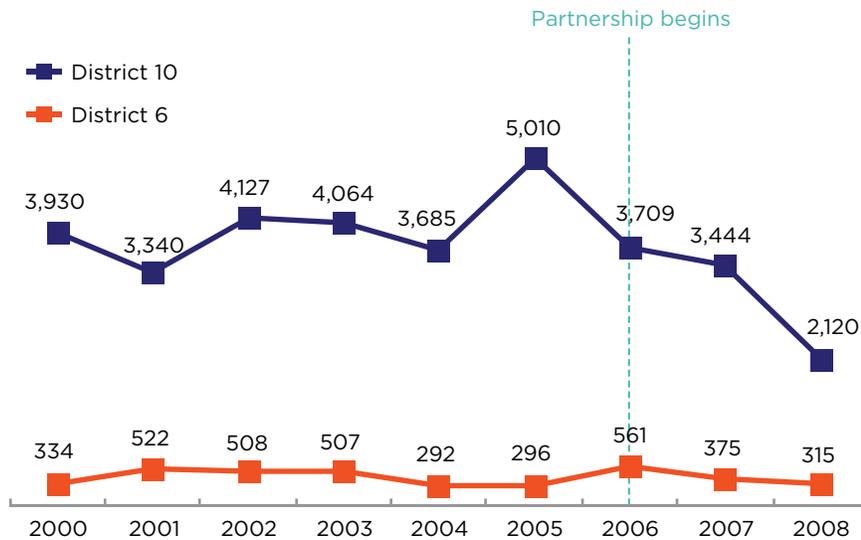
Why is it important?

Traffic volume per person is a transportation sustainability indicator. More people driving longer distances strains local energy use and air quality. Vehicle-hours-of-delay is a movement efficiency indicator. The two are usually linked; although major traffic improvements can lessen delay while increasing vehicle miles travelled. Most traffic growth reflects increases in commute distance; although other factors include increased shopping trips and visitor traffic.



Transportation

Daily Vehicle Hours of Delay



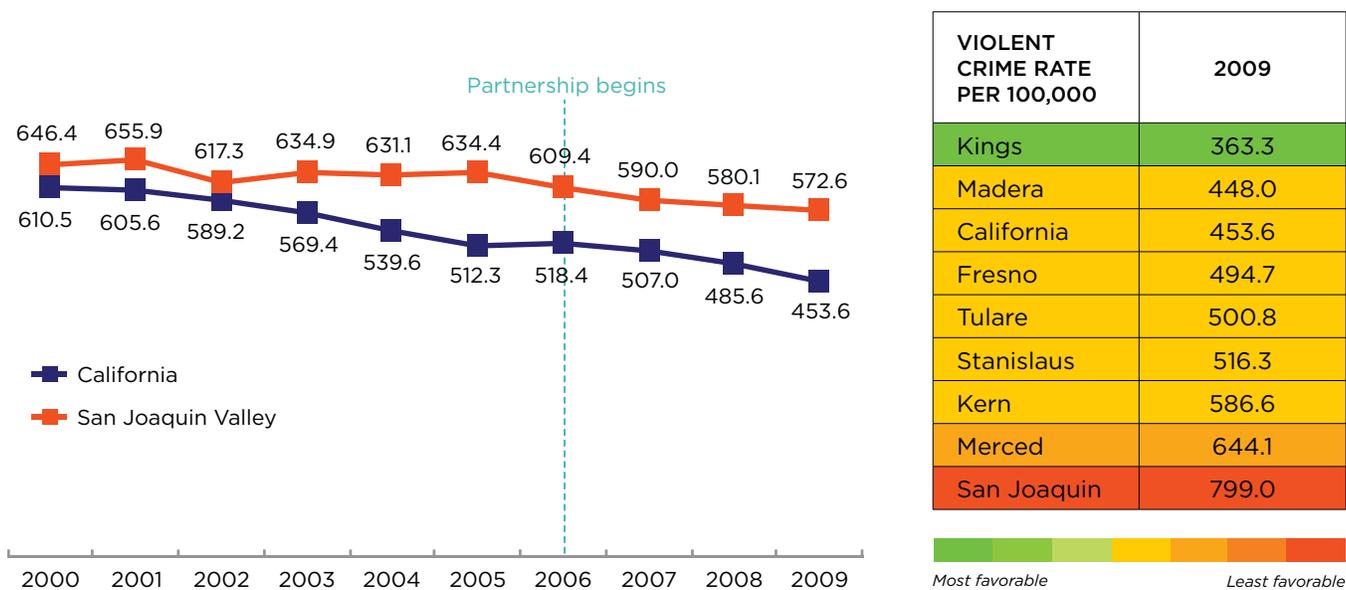
Source: 2008 State Highway Congestion Monitoring Program

How are we doing?

The vehicle-miles-traveled-per-person for the San Joaquin Valley grew from 2000 to 2004 but has been decreasing since 2006. Less employment and less travel are the cause. California saw the same general pattern; although travel per person increased much more rapidly, then decreased more quickly in the Valley than in the state. Vehicle-hours-of-delay experienced a generally decreasing trend between 2000 and 2008. Most of the delay was in District 10, where daily vehicle-hours-of-delay fell from 3,980 in 2000 to 2,120 in 2008.

Violent Crimes

Violent Crime Rate per 100,000 Persons



Source: California Department of Justice

What is it?

The violent crime rate is the number of violent crimes committed per 100,000 people. Violent crimes are generally direct crimes against other persons and include homicide, rape, robbery, and aggravated assault.

Why is it important?

Crime rate data can be used to determine whether the amount of crime in a given area is increasing or decreasing and also to show how crime rates from various areas compare to each other. Crime is an important factor in terms of an area's perceived quality of life. An area with a high crime rate is usually a much less attractive place to live than one with a low crime rate. While it is impossible to predict when or where a crime will occur, individuals and communities can help with prevention by taking note of patterns and trends collected by legitimate agencies. Crime rates can rise and fall with increasing or decreasing incidence of crime, but rates could also change if more or fewer crimes are reported to local law enforcement agencies. Therefore, careful analysis is needed when evaluating change in crime rates.

How are we doing?

Violent crime rates have been generally falling in both the San Joaquin Valley and California. However, rates in the Valley are higher and have not been falling as fast as in California. Since 2000, rates in the Valley decreased by 11 percent, compared to a 26 percent decrease in California. The most recent violent crime rate in the San Joaquin Valley, 573 crimes per 100,000 people, was 26 percent higher than in the state as a whole.



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- Automated Batch Retort Systems
- Material Handling Systems
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