



connect
collaborate
advocate



California Partnership for the
San Joaquin Valley

5010 North Woodrow Avenue
Suite 200 M/S WC 142
Fresno California 93740

P 559-294-6021
F 559-294-6024

www.sjvpartnership.org
www.facebook.com/sjvpartnership

California Aqueduct, Dos Amigos Pumping Plant, San Joaquin Valley

California Partnership
for the San Joaquin Valley
2014 Annual Report



Secretariat
California Partnership
for the San Joaquin Valley
 OFFICE OF COMMUNITY & ECONOMIC DEVELOPMENT
 Fresno State



California Partnership for the
 San Joaquin Valley

FRESNO
STATE

Community and
 Economic Development

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Maldonado Park, Firebaugh/Felipe Perez Perez



California Partnership for the
San Joaquin Valley

Letter to Governor Brown

Dear Governor Brown and Members of the Legislature:

We proudly present to you the 2013-14 Annual Report of the California Partnership for the San Joaquin Valley. This report begins where our 2012-2013 Annual Report concluded and covers in detail the numerous efforts that the Partnership has made throughout the past year.

We want to thank the administration, in particular, Jim Suennen, Associate Secretary-Community Engagement, Health and Human Services Agency, and Mona Pasquil, Appointments Secretary, Office of Governor Brown, for their assistance in filling vacant Board positions and working with the Board and stakeholders on issues of concern for the San Joaquin Valley. We want to thank our Board members for their commitment to the Valley by serving on the Board. Many of them greatly contributed to the creation of the Partnership, and we honor and appreciate their contribution and countless hours of volunteer work.

The Partnership made great progress in 2013-14 to build on already established programs and initiatives to connect and collaborate with public and private sector partners throughout the Valley to address the economy and environment and social equity. The San Joaquin Valley Regional Broadband Consortium enters its third year to assist in connecting Valley residents and business to information technology. The San Joaquin Valley Regional Industry Clusters Initiative (RICI) enters its second year in connecting workforce and economic development providers, community colleges, universities, and nonprofit/professional organizations to address the needs of businesses in Manufacturing, Energy, Water Technology, and Agriculture (MEWA) as well as the Health and Wellness regional industry clusters. The Partnership completed the Housing and Urban Development Agency (HUD) grant - Smart Valley Places - which provided 14 urban Valley cities the opportunity to integrate smart growth principles into their local plans and collaborate regionally on sustainable planning practices.

The Partnership also was successful in creating several new programs and initiatives in 2013-14 to address immediate needs and build on the quality of life. The Partnership leveraged the activities of RICI and developed stronger partnerships with three neighboring regions by taking the lead in preparing the federal multi-agency Investing in Manufacturing Communities Partnership (IMCP) designation application. The IMCP designation brought state and federal recognition of the needs of the Valley and surrounding regions regarding agriculture and bio-economy. The Partnership officiated meetings and participated in numerous committees to address the impact of the 2013-14 drought. The Secretariat, the Office of Community and Economic Development (OCED) at Fresno State, became administrator of the Community and Regional Planning Center (CRPC), a collaboration with the Fresno State College of Social Sciences and its Department of Geography and Planning, to carry on the progress made through the San Joaquin Valley Blueprint and Smart Valley Places assisting both urban and rural communities in their goals to create a more sustainable region.

The Partnership 2014 Summit is Sept. 19, and will be in Clovis, Calif. This year's Summit brings to life the activities addressed in this Annual Report. Summit panels and key note presentations will focus attention on Valley leaders highlighting the many successes of 2013-14. Valley partners will be recognized with "Awards of Excellence" in each of the three focus areas - Job Creation, Infrastructure, and Sustainable Planning. You can read about these recipients in this report.

The Partnership Board of Directors would like to express our appreciation to the Secretariat staff at Fresno State and all Valley stakeholders which have engaged in this regional effort. We would like to thank local and regional agencies, nonprofits and those in the private sector that have given support through in-kind and financial contributions.

We would like to thank the James Irvine Foundation and the U.S. Economic Development Administration for its financial support. The Irvine Foundation renewed its commitment to the Partnership in 2013-14 and continues to be the only direct, specific funding received by the Partnership. We applaud its foresight in investing in this worthwhile effort. We also want to thank everyone who has contributed their time and expertise to our 10 work groups.

Valley residents and partners should be encouraged by the connection, collaboration and advocacy in the past year. By working together to achieve the Valley's potential as California's 21st Century Opportunity, the Partnership continues to craft and implement a vision of the San Joaquin Valley which 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

Diana Dooley
Partnership Deputy Chair

Secretary
California Health and
Human Services Agency

Karen Ross
Partnership Deputy Chair

Secretary
California Department of
Food and Agriculture

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Data compiled by:
Center for Economic Development
California State University, Chico

Program Leadership & Partners

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Ashley Swearingin
Partnership Chair
Mayor of Fresno

Corwin Harper
Partnership Deputy Chair
Kaiser Permanente
Central Valley

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Partnership Deputy Chair
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California Transportation
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Secretary John Laird
California Natural
Resources Agency

Secretary David Lanier
California Labor & Workforce
Development Agency

Secretary Matthew Rodriquez
California Environmental
Protection Agency

Secretary Karen Ross**
California Department
of Food & Agriculture

James A Aleru
James A Aleru, CPA

Lynne Ashbeck
Representative, Hospital
Council of Northern and
Central California

Darius Assemi
Liaison, California
Transportation Commission

Steve Bestolarides
San Joaquin County Board
of Supervisors

Monica Blanco-Etheridge
Liaison, California Workforce
Investment Board

Judy Case
Fresno County Board
of Supervisors

Vito Chiesa
Stanislaus County Board
of Supervisors

DeeDee D'Adamo
California Water Resources
Control Board

Randy Dodd
Adventist Health - Central
Valley Network

Carole Goldsmith
West Hills Community
College District

Pat Gordon
JBT Corporation

Genoveva Islas
Representative, Central
California Regional Obesity
Prevention Program

Blake Konczal
Representative,
Central California
Workforce Collaborative

Dorothy Leland
Representative, Central
Valley Higher Education
Consortium

David Long
Hilltop Ranch

Luisa Medina
Central California
Legal Services

Michael Navarro
Pires, Lipomi & Navarro
Architects

Steven Nelsen
Visalia City Council

David Nelson
A.G. Spanos Companies

Joe Oliveira
Gustine City Council

Billy Powell
Representative, San Joaquin
Valley Labor Organizations

Larry Powell
Representative, San Joaquin
Valley Superintendents of
Schools

Mary Renner
Representative, Central
Valley Health Network

Max Rodriguez
Madera County Board
of Supervisors

Ted Smalley
Tulare County Association
of Governments

James Tague
E&B Natural Resources
Management Corporation

Victoria Bradshaw*
California Strategies, LLC

Fritz Grupe*
Chairman,
The Grupe Company

Glenda Humiston*
U.S. Department of
Agriculture

Sunne McPeak*
California Emerging
Technology Fund

Leroy Ornellas*
Former San Joaquin County
Board of Supervisors

Robert Tse*
U.S. Department of
Agriculture

Ray Watson*
Kern County Board
of Supervisors

Peter Weber*

*Partnership Board Advisor

**Replaced Secretary Dooley
as Partnership Deputy Chair
in June 2014

Work Group Partners

Advanced Communications Services
San Joaquin Valley Regional Broadband Consortium
Jason Waters, Community & Regional
Planning Center Director
Office of Community & Economic Development
Fresno State

Air Quality
San Joaquin Valley Air Pollution Control District
Jaime Holt, Chief Communications Officer

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

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

Health & Human Services
Office of Community & Economic Development
Fresno State
Silas Cha, Project Manager

Higher Education & Workforce Development
HIGHER EDUCATION
Central Valley Higher Education Consortium
Fresno State
Barbara Hioco, Executive Director
WORKFORCE DEVELOPMENT
Central California Workforce Collaborative
Blake Konczal, Executive Director
Fresno Regional Workforce Investment Board

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

PreK-12 Education
Central Valley Educational Leadership Institute
Fresno State
Marcy Masumoto, Project Director

Sustainable Communities
San Joaquin Valley Regional Policy Council
Rob Terry, Senior Regional Planner
Fresno Council of Governments

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

Secretariat

Office of Community & Economic Development
Fresno State
Mike Dozier
Executive Director

Stacie Dabbs
Associate Director, Operations

Ismael Diaz Herrera
Associate Director, Funding

Shelby Gonzales
Finance Director

Jason Waters
Community & Regional Planning Center Director

Melanie Allen
Administrative Support Coordinator*

Angelica Cano
Communications Assistant

Silas Cha
Project Manager

Erik Cherkaski
Fiscal Assistant

Eduardo Gonzalez
Project Manager

Marcia Martin
Communications Coordinator

Emily Pasquarelli
Administrative Assistant*

Felipe Perez Perez
Project Assistant

Wilma Satterberg
Fiscal Analyst

Philip Siegrist
Research Assistant

*Melanie Allen, July 2013 - March 2014
Emily Pasquarelli, March 2014 - June 2014



Executive Summary: Secretariat

The Office of Community and Economic Development at Fresno State (OCED) is uniquely positioned as the Secretariat for the Partnership to serve the region and align university resources with San Joaquin Valley initiatives. OCED programs, communications and key relationships with internal and external stakeholders provide a platform for leveraging those resources. Partnership activities for the period July 2013 through June 2014 are highlighted in the next section.

Administration Report

Smart Valley Places

Smart Valley Places (SVP) is the San Joaquin Valley's smart growth initiative funded by a \$4 million grant awarded through the U.S. Department of Housing and Urban Development. With a focus on regional collaboration to implement smart growth principles at the neighborhood level, SVP is coordinated by the Partnership and is driven by a compact of the Valley's 14 largest cities throughout its eight counties. SVP includes partnerships with four regional nonprofit organizations, Fresno State, the California Central Valley Economic Development Corporation, and the San Joaquin Valley Regional Policy Council, which represents all eight county metropolitan planning organizations in the Valley.

Wrapping up its third and final year of HUD-sponsored work at the end of April, SVP completed a Fair Housing and Equity Assessment for the eight-county region as well as a legacy document detailing the impact SVP has had on our region. A Final Convention took place in November 2013 and highlighted the program and its contributions as well as future opportunities with which to leverage the work. SVP will no longer meet formally; however, the network it has created will continue to communicate as opportunities arise to incorporate the 12 Blueprint Smart Growth Principles at the local level. Future activities will be

coordinated through the Community and Regional Planning Center at Fresno State.

In May 2014, it was announced that CivicSpark – a Governor's Initiative of AmeriCorps – will launch across California. The Partnership, under the administration of OCED, will act as a regional partner and help to coordinate the program for the Valley. Over the next three years, approximately \$2 million in grant funding from the Corporation for National and Community Service will bring cost-effective services to California communities. CivicSpark expects to recruit, train and support six AmeriCorps members for the Valley. These members will pursue projects that promote clean energy, reduce greenhouse gas emissions, safeguard against climate change impacts and implement sustainable community strategies. There will be a total of 48 members across the state.

San Joaquin Valley Housing Collaborative

The Partnership Secretariat serves as the administrative lead of the San Joaquin Valley Housing Collaborative (Collaborative), a 501c3 regional collaboration of public and private housing experts and stakeholders from the eight-county region that serves as a forum to identify, discuss, and address housing issues and challenges. In the past year, the Collaborative organized the region's third annual Affordable Housing Summit in collaboration with the Federal

Reserve Bank of San Francisco, Housing California, and California Coalition for Rural Housing. The event's audience comprised a broad range of advocates, local government staff, nonprofit organizations and developers. Topics of the day ranged from sustainable growth and affordable housing, to foreclosure assistance and recovery. As with the 2013 summit, this year's event will bring the region together with experts throughout the state to discuss regional strategies to address the Valley's housing challenges. The Collaborative is interested in serving the needs of the region, in particular, with affordable housing projects now that funding assistance is unavailable as a result of the discontinuation of redevelopment agencies.

San Joaquin Valley Regional Broadband Consortium

The San Joaquin Valley Regional Broadband Consortium (Consortium) received funding from California Public Utilities Commission to bring broadband infrastructure to unserved and underserved communities in the eight-county region. In its second year, the Consortium is receiving \$150,000 a year for up to three years. Over the past year, the Consortium: was active with the California Emerging Technology Fund (CETF) in providing increased access to underserved and unserved populations through the Get Connected! Grant and assisted 1,200 households in the San Joaquin Valley with low-cost broadband adoption. During the Bay Area CETF summit, the Consortium and Get Connected! San Joaquin Valley partners were recognized for leading the state in new Internet broadband subscriptions at 1,500 in less than a year of its initial start date. The goal for Get Connected! San Joaquin Valley is to reach 5,000 new Internet broadband subscriptions by the end of year three. Two of the Consortium's Get Connected! San Joaquin Valley partners were recognized by CETF as broadband champions for their work in the Parlier iPanther program which provided students with 900 iPad aires and Verizon Hot Spots. The Consortium has delivered digital literacy training to 1,800 low-income residents in Fresno, Tulare, Kings, Madera,

and Stanislaus counties. Trainings have taken place at local school sites and community centers in the past year.

San Joaquin Valley Regional Industry Clusters Initiative

The San Joaquin Valley Regional Industry Clusters Initiative (RICI) got its official start in February 2013, with team members engaging champions for the seven identified clusters: Agriculture, Clean Energy, Health & Wellness, Logistics, Manufacturing, Public Sector Infrastructure, and Water Technology. RICI is directed by the OCED staff. The economic and cluster analyses and the partner/stakeholder engagement process provides a platform for the evolution of the Valley's cluster initiatives; a framework to align initiatives and resources to capture value chain opportunities; and articulation of OCED's role to lead or support the clusters.

The Manufacturing Cluster co-partnered on the 3rd Annual University Center to Advance Manufacturing Conference in October 2013, which focused on the facets of a sustainable business and included as keynote speaker Dr. Joseph I. Castro, president of Fresno State. RICI staff partnered with the International Center for Water Technology on the Water Cluster Conference in May 2014. The Clean Energy Cluster hosted its On-Site Energy Generation and Sustainability Conference in February 2014. Event sponsorships raised more than \$17,000 which was designated as four scholarships to outstanding Valley high school students who have shown interest in pursuing a career in clean energy and alternative fuels.

Investing in Manufacturing Communities Partnership Planning Grant

The Partnership was awarded an Investing in Manufacturing Communities Partnership

CONTINUED ON PAGE 10

planning grant in fourth quarter 2013. The U. S. Economic Development Administration grant totaled \$178,750 and was one of only four awarded in California to: 1) conduct a diagnostic of the San Joaquin Valley's agricultural manufacturing ecosystem; 2) convene six priority-setting meetings with agricultural manufacturing employers in the San Joaquin Valley; and 3) produce a San Joaquin Valley Agricultural Manufacturing Investment Strategy and Sustainability Plan. Subcontracts were issued to these regional partners: California Central Valley Economic Development Corporation, Central California Workforce Collaborative, Collaborative Economics, Kern Community College District, Merced College, and San Joaquin Valley Clean Energy Organization.

Central Valley AgPLUS

The Partnership lead a collaborative effort that brought together four regions (San Joaquin Valley, Sacramento, Northern California and Central Sierra), encompassing 28 counties for the purpose of applying for an Investing in Manufacturing Communities Partnership (IMCP) designation. This effort was led by Fresno State, Chico State, Valley Vision (Sacramento) and the Tuolumne County Economic Development Authority, in partnership with UC Davis and many others. Central Valley AgPLUS focused on value added agriculture and bio-economy, aligning well with other Partnership activity currently underway. Unfortunately, Central Valley AgPLUS was not selected for designation. Nevertheless, the partnerships with Chico State University and UC Davis have grown and new partnerships are forming on parallel opportunities.

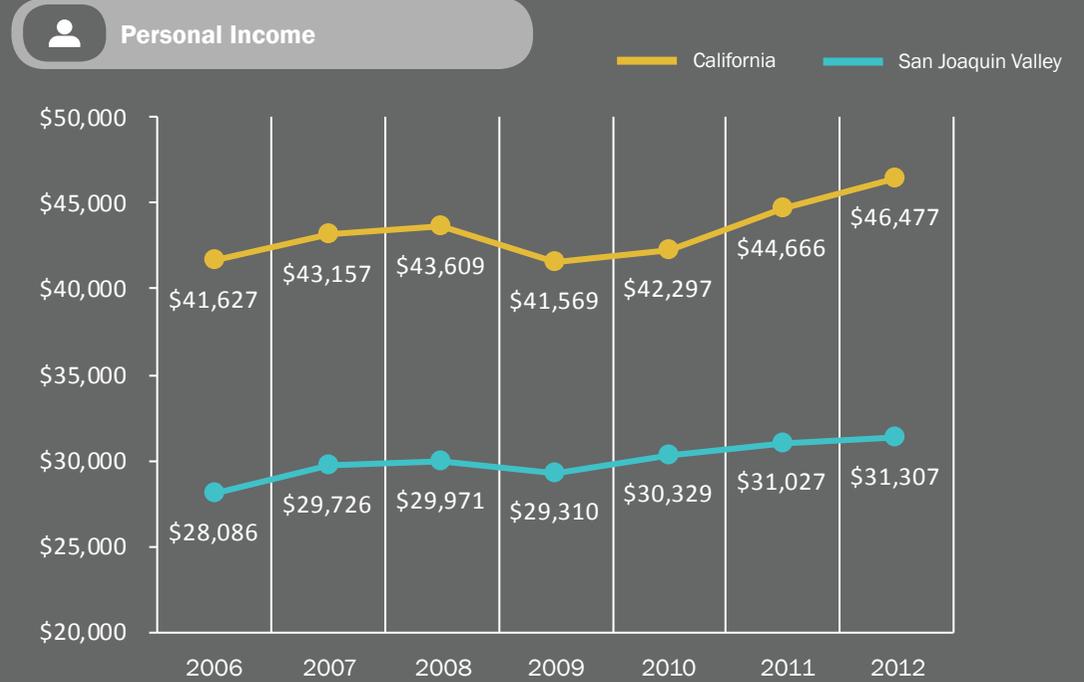
Regional Industry Clusters of Opportunity Grant

The California Workforce Investment Board (CAWIB) awarded the Partnership Secretariat a \$158,013 California Energy Commission AB 118 Regional Industry Cluster of Opportunity (RICO) II grant. Funding was provided to: 1) conduct a diagnostic of the San Joaquin Valley's alternative fuels and vehicles ecosystem; 2) conduct a series of priority-setting

meetings with alternative fuels and vehicles stakeholders in the Valley; 3) develop an Investment Strategy; and 4) produce a Sustainable Implementation Plan. This grant helped launch the San Joaquin Valley Electric Vehicle Partnership and is helping develop a regional natural gas collaborative. CAWIB awarded the Project Action Team a Sustainability Funding grant (\$46,999) and Talent Pipeline Funding grant (\$100,000) to support ongoing implementation and sustainability of current RICO activities.

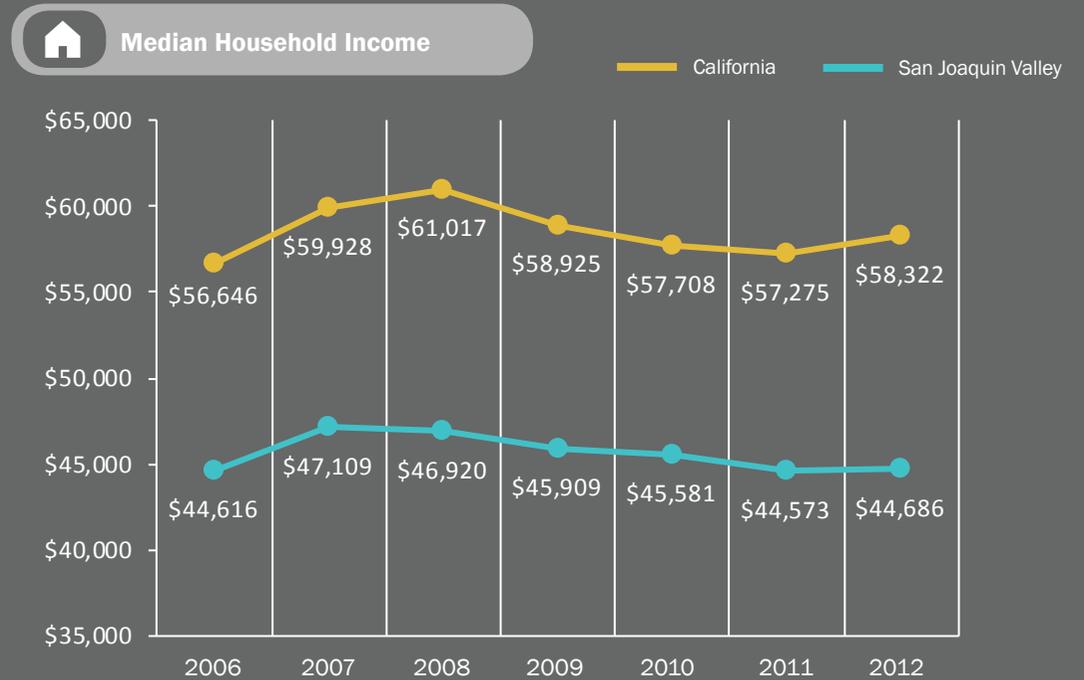
Annual Report and Summit

The 2013 Partnership Annual Report, which covered July 2012 through June 2013, was printed and distributed at several Partnership events and meetings and to its network of funders, partners and stakeholders. The Partnership hosted the 3rd Annual San Joaquin Valley Regional Economic Forum in March 2013 as part of a series of regional summits across the state that contributed to the 2013 California Economic Summit held Nov 7-8 in Los Angeles. Partnership staff attended the State Summit and serves on several of the State Work Groups.



Source: U.S. Department of Commerce, Bureau of the Census

Per capita income is calculated by Bureau of Economic Analysis by dividing its estimate of total personal income by the U.S. Census Bureau's estimate of total population. San Joaquin Valley region per capita income was \$33,255 in 2012, the latest year with reliable data. This was \$13,222 less than the state average. Average income in the Valley has been slowly gaining on the state's average since 2006.



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

Median household income (MHI) is estimated annually by the U.S. Census Bureau. In the San Joaquin Valley, MHI increased every year between 2001 and 2007, peaking at \$47,109, and had yet to start growing through 2012, the latest year with reliable estimates. Growth in per capita income with no growth in median income is indicative of economic recovery being more beneficial to residents with higher incomes. Middle- and lower-income residents were either stagnant or still in decline through 2012.

Sustainability of the Partnership

Another year of building partnerships based on trust and credibility throughout the San Joaquin Valley has put the Secretariat and the Partnership in prime position to help lead the Valley toward regional solutions. Through collaboration and its unique regional structure, the Partnership is prepared to quickly apply for complex grants that require cross-boundary programs and several regional partners. The Secretariat has dedicated staff searching for funding opportunities and building relationships with local, state and national funders. This approach has proved to be successful as the James Irvine Foundation, U. S. Economic Development Administration, California Workforce Investment Agency, and U. S. Department of Agriculture have invested in the Valley and more importantly have entrusted the Partnership's Secretariat to implement the funded programs. Additionally, the Secretariat staff has furthered the Partnership's mission focusing on the three E's (equity, environment, economy) while creating funding opportunities. The San Joaquin Valley Rural Development Center (SJVRC), an initiative of the Office of Community and Economic Development at Fresno State, has entered into contracts throughout the Valley to teach digital literacy, provide grant-writing classes, and develop community-based economic development strategies.

Looking Ahead

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

1 Infrastructure Development

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

2 Sustainable Planning

Creating a healthier, safer, more prosperous tomorrow requires planning today. Integrating smart growth principles into our communities' planning products and processes will create more transportation choices, walkable neighborhoods, equitable affordable housing, and greater economic competitiveness within the region; undoubtedly influencing future development patterns which embrace smart growth and promote the three Es of sustainability: greater social equity, a strong and competitive economy, and a healthy environment.

3 Job Creation

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

Financials

The Office of Community and Economic Development at Fresno State is able to sustain administration and coordination of the Partnership by leveraging funds from Fresno State and the James Irvine Foundation; grants from state and federal agencies assist with meeting the goals of the Partnership and its work groups.

2013-2014

\$79,634

Fresno State

\$231,540

James Irvine Foundation

\$1,861,695

\$44,823

U.S. Department of Agriculture
Pathways to Rural Economic Progress grant

\$31,595

U.S. Department of Agriculture
Rural Business Enterprise Grant (2)

\$110,000

U.S. Economic Development Administration
University Center grant
(includes \$35,000 for Lyles Center)

\$11,330

California Workforce Investment Board
Alternative and Renewable Fuel
and Vehicle Technology grant

\$1,328,664

U.S. Department of Housing and
Urban Development
Smart Valley Places
(includes \$1,215,392 for consortium members)

\$187,134

California Emerging Technology Fund
Get Connected!
San Joaquin Valley grant
(includes \$157,080 for partners)

\$114,558

California Public Utilities Commission
San Joaquin Valley Regional
Broadband Consortium

\$33,591

U.S. Economic Development Administration
Investing in Manufacturing Communities
Partnership grant

\$109,485

San Joaquin Valley Rural Development Center
Service agreements which served as
match funding for CETF and PREP



Exeter/Courtesy Tulare County Association of Governments

HEADLINER: Drought means fewer jobs, higher costs

California continues into its third consecutive year of below-normal annual precipitation. Reduction of normal water supplies is further exacerbated by the reduction of water exports from the Delta due to environmental restrictions, diversions of irrigation water for the re-establishment of salmon runs on the San Joaquin River, and years of groundwater overdraft in several important growing regions.



Firebaugh, Feb 14, 2014. Wally Skalij/Los Angeles Times

All of this has placed an almost unsustainable burden on the remaining agricultural water supplies throughout the state.

For those who labor in production agriculture, foothill snow and Valley rain during winter and spring months is essential to economic prosperity and familial well-being during the harvest months of summer and fall. When the snow and rain do not arrive, water becomes scarce, is rationed, and farmers only receive a fraction of the water needed to irrigate the crops that provide employment to thousands of individuals. Reduced water allocations significantly reduces the seasons' yields which in turn diminishes the number of jobs available to support the production and harvest of those yields.

How bad is the drought of 2013-14? Much like 2009, the San Joaquin Valley is on the brink of another catastrophic year in which water shortages exacerbate challenging socio-economic conditions in communities that foster large contingencies of agricultural laborers. More than 800,000 acres (1,250 square miles) have been idled. That's 1,250 square miles - the size of Los Angeles, San Diego, San Jose, Bakersfield and Fresno combined. For those outside the Valley, the impact will be felt in the price of food products increasing by 10 to 15 percent.

The region's rural communities have been hit hardest by the economic effect of a drought. In many of these communities, temporary food assistance programs become the

primary source of nutrition and sustenance for many families unable to find employment in agriculture. It is this displacement of workers that creates the unemployment which leads to the poverty these populations experience. In 2009, it was estimated that 21,000 jobs were lost to the drought. It's not known exactly at this time, but those numbers have a potential to be small in comparison to this year's drought.

In March, the Partnership Board dedicated its quarterly meeting to the drought issue. Reports and testimony were heard from multiple local, regional, state and federal agencies. UC Merced Sierra Nevada Research Institute presented on the importance of the snow pack and ways to be more efficient in producing run-off. Members of the Governor's Drought Task Force, led by California Department of Food and Agriculture Sec. Karen Ross, spoke about the state's efforts for freeing up water for agricultural use and maintain environmental quality. Glenda Humiston, U.S. Department of Agriculture state director, talked about federal response and ways to get emergency relief to the area. A group led by Sarge Green, California Water Institute, talked about the state of the San Joaquin Valley water supply. Finally, a roundtable of local leaders discussed the public health impacts of the drought.

In the coming year, the Partnership Board and staff will be working to address remediation on all of the matters discussed in March. The Partnership's policy is to advocate for integrated regional water management, increased water storage, water conservation, and protection of the environment.



Clovis/Courtesy City of Clovis

HEADLINER: ‘Smart’ Valley , smarter places

Three years ago, the San Joaquin Valley received a \$4 million regional planning grant designated to fund Smart Valley Places, an unprecedented multijurisdictional regional planning initiative. The award was given by 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.

Smart Valley Places created an opportunity for our region to create vibrant, sustainable communities – communities planned, built or modified to offer more transportation choices, equitable affordable housing, economic competitiveness, and healthy, safe and walkable neighborhoods. It brought together public representatives, nonprofit agencies, educational institutions, and community residents in a campaign to create a more sustainable future for the San Joaquin Valley (Valley).

The transformational work of Smart Valley Places happened through the incorporation of the Valley Blueprint’s 12 Smart Growth Principles into the planning processes, policies and plans of 14 Valley cities. This campaign resulted in the creation of local plans and policies with a regional perspective, development of community leaders, and increased regional collaboration and use of information sharing networks.

The impetus for Smart Valley Places came from regional enthusiasm for continuing the existing work of the California Partnership for the San Joaquin Valley’s Strategic Action Proposal and the San Joaquin Valley Blueprint. In 2005, not only was the Partnership created but the eight Regional Transportation Planning Agencies (RTPA) representing the eight counties within the Valley came together to begin the process of developing the Valley Blueprint – a regional vision of land use and transportation that will be used to guide growth in the Valley over the next 50 years. The Blueprint planning process began with each of the eight RTPA’s preparing separate countywide blueprints consolidated into a single Valley-wide Blueprint which included a preferred growth scenario and a set of 12 Smart Growth Principles.

- Create a range of housing opportunities and choices
- Create walkable neighborhoods
- Encourage community and stakeholder collaboration

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

The goal of Smart Valley Places was to build on the regional framework created by these two efforts by providing Valley cities with the resources to update the necessary plans, policies and strategies to reflect the smart growth goals that would allow the region to develop in more sustainable and responsible ways.

THE WORKPLAN

The approach to achieving these goals focused on three components of activity: developing community leadership capacity, supporting individual cities in developing and implementing smart growth plans and policies, and strengthening regional collaboration through regionwide events.

Community Leadership

The Smart Valley Places’ community leadership development program provided education for local leaders, government staff, professionals, stakeholder groups,

and community organizations. The effort particularly focused on providing members of marginalized communities with the education and tools needed to advocate within their communities for environmental justice and smart growth. This component was led by a team of regional nonprofit partners:

- California Coalition for Rural Housing (CCRH)
- American Farmland Trust (AFT)
- Central California Regional Obesity Prevention Program (CCROPP)
- Local Government Commission (LGC)

Along with the assistance of other community organizations, the team organized a set of Community Leadership Institutes around the Valley; six-session programs covering topics related to the compact city projects such as sustainability, community planning, housing and community development, water and wastewater management, transportation and environmental equity. CCROPP was the principal organizer for the Community Leadership Institutes and worked directly with the following eight lead agencies to coordinate the leadership institutes:

- Fresno Metro Ministry
- The Center on Race, Poverty and the Environment
- San Joaquin Valley Latino Environmental Advancement & Policy Project
- Darin M. Camarena Health Centers
- United Way of Merced County
- Community Partnership for Families of San Joaquin

CONTINUED ON PAGE 18

- Ceres Partnership for Healthy Children
- Community Services & Employment Training, Inc.

During the course of a year, over 230 community leaders from the 14 compact cities participated in the Community Leadership Institutes. Many of the participants have continued their community and civic engagement beyond the Institutes and have explored leadership opportunities such as serving on housing boards, transportation committees, and planning commissions, among other roles. They are a part of an ongoing movement of grassroots leaders creating healthier communities in the San Joaquin Valley.

Regional Stakeholder Coordination

Smart Valley Places held a series of three conventions to help connect public, private,

and nonprofit leaders throughout the Valley and support their implementation of smart growth principles. The conventions gave participants a chance to learn from experts, exchange ideas and lessons learned, celebrate their successes, and plan for ongoing work. Keynote speakers at the conventions included Michael Freedman, an expert on sustainable regionalism, Carrie Bowen of Caltrans, and Manuel Pastor, Director of the University of Southern California's Program for Environmental and Regional Equity, who spoke about the importance of social equity to a region's economy.

Compact Cities Projects

The 14 cities of the Smart Valley Places compact utilized the resources provided to them to update plans and policies, and complete studies and assessments that would better prepare them to create safer, healthier, more walkable communities with

more equitable access to opportunities. These projects included updated general plans, green building programs, transit-oriented development plans, design guidelines, climate action plans and major infrastructure plans.

WHAT'S NEXT?

In the last several years, the San Joaquin Valley has made tremendous strides in regional collaboration. The establishment of the California Partnership and the creation of the Valley Blueprint laid the foundation for Smart Valley Places to expand planning efforts, broaden community participation, and implement regional goals at the local level. The next phase for regional collaboration in the San Joaquin Valley will continue to build on the work already under way, using the best practices developed by Smart Valley Places and expanding ownership of the work to a broader audience of stakeholders and community members.

The three-year funding for the Smart Valley Places initiative ended in spring 2014; but there is clear enthusiasm for moving forward with the next phase of regional collaboration. Participants at the final Smart Valley Places convention identified four priority actions to ensure the Valley takes advantage of the work that has been done so far and continues to build upon that work. The Partnership will continue to provide the framework from which the region can pursue these activities in the years to come.

- Maintain Smart Valley Places as an organizational structure to facilitate communication and collaboration.
- Leverage Smart Valley Places accomplishments to receive continued funding for local capacity building.
- Maintain and expand learning networks.
- Continue to pursue opportunities for collaboration across sectors.

CITY	COUNTY	PROJECT(S)
Clovis	Fresno	Comprehensive General Plan Updated
Delano	Kern	Green Building Program Healthy Delano and Wellness General Plan Element Sustainable Delano General Plan Element
Fresno	Fresno	General Plan, Development Code and MEIR Update I-PACE3S GIS Technology
Hanford	Kings	Downtown East Precise Plan
Lodi	San Joaquin	Climate Action Plan and Implementation Development Code Update and Implementation Lower Mokelumne River Watershed Stewardship Plan and Implementation
Madera	Madera	Development of Master Infrastructure Plans and Water Management Plan with integrated water reclamation strategies
Manteca	San Joaquin	General Plan, Land Use, Conservation and Safety Element Updates Climate Action Plan and Greenhouse Gas Emissions Inventory Bicycle and Pedestrian Master Plan Update
Merced	Merced	Form Based Zoning Code
Modesto	Stanislaus	General Plan Amendments to Land Use and Circulation Elements
Porterville	Tulare	Economic Development Strategic Plan Updated and Developed New Design Standards and Specifications High Density Housing Upzone Program
Stockton	San Joaquin	Climate Action Plan, Implementation, and Related Sustainable Plans
Tulare	Tulare	Transit Oriented Development Project
Turlock	Stanislaus	Comprehensive General Plan Update/EIR Downtown Design Guidelines and Zoning Regulations Update
Visalia	Tulare	Communication Outreach and Workshops General Plan Update Climate Action Plan



Visalia Fox Theater/
Courtesy Tulare County Association of Governments



infrastructure development

Increased attention and investment in the San Joaquin Valley's infrastructure is needed to ensure the Valley can meet future demands of population growth and economic prosperity. These include water supply and reliability, goods movement, high-speed rail, and the expansion of broadband access throughout the Valley. New developments in these core areas are continuous and will remain priorities for the Partnership moving forward.

Late afternoon irrigation, Central Valley

Water Quality, Supply & Reliability

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

California Water Institute Fresno State

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

the California Partnership for the San Joaquin Valley.

Water Work Group and Water Institute staff continued to participate in local, regional and statewide efforts geared toward developing sustainable solutions to San Joaquin Valley water needs and issues. The needs became acutely apparent as the project and water year entered into new territory with 2013 turning out to be the driest calendar year on record in many areas of California. The federal government announced in February 2014 there would be zero farm water allocations for both the eastern and western San Joaquin

Year-In-Review

California Water Institute (Water Institute) at Fresno State was created to provide education, research and analysis of policy issues involving water resources, including water quality issues and integrated regional water management planning. The Water Institute facilitates the efforts of the Water Quality, Supply & Reliability Work Group (Water Work Group) of

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kudos

Avenue 18 1/2, Western Madera County/Sarge Green

Stanislaus County Groundwater Management Program Stanislaus County Board of Supervisors

Key Partner:

California Water Institute, Fresno State

Stanislaus County has traditionally benefitted from superior water supplies, when compared to many areas in the San Joaquin Valley. Recently, however, the combination of the drought, groundwater-export proposals, and new water uses in areas previously not irrigated, brought the issue of groundwater supply reliability to the attention of the Stanislaus County Board of Supervisors (board), the media and, most importantly, Stanislaus County citizens.

Rural areas of Stanislaus County started seeing a loss of water to its shallowest wells – as did many areas in the Valley. Wells that typically drew water from about 75 to 100 feet under the ground began to fail as a result of the drought. Like many Valley counties, Stanislaus County includes areas not covered by water districts or other entities that assist with water management. Therefore, the main governing body to respond to water welfare and safety of its residents is the board and county staff.

The board responded by convening a group of water experts to develop a groundwater ordinance in a collaborative atmosphere. The ordinance was designed to do two things: require a permit to export water out

of the county; and a permit for over-extraction of water when evidence reported that excessive water withdrawals were being made in certain areas. If the report required by the permit demonstrated the activity would do significant harm to the citizens of Stanislaus County, the activity would be prohibited.

The groundwater ordinance was adopted in October 2013. Further, Stanislaus County made a commitment to add permanent staff as well as a Water Advisory Committee to help better organize groundwater management among all the agencies and efforts involved with water. In June 2014, the board adopted a consensus Advisory Committee “framework” for groundwater management and an action plan.

As a result of its actions, Stanislaus County has developed a collaborative strategy more protective of the needs of its groundwater users and is ready to assume responsibility for coordinated programs to improve conditions along with its water agency partners. The model for collaborative groundwater management with a county as a full partner is not unique in the Valley; but it is certainly not the most common arrangement. Stanislaus County has made an important step in protecting its groundwater users which have no other representation.

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Valley federal water delivery systems, further impacting the third water year of drought for the region. The result has been an unforeseen shift to almost total reliance on groundwater in the Valley and other parts of California. The drought and its impacts have therefore diverted much of the attention and energy of the Water Work Group and support agencies such as the Water Institute. The drought response and related activities, as well as the more conventional long-term planning previously engaged by the Water Work Group, are presented in summary as follows.

Water Work Group representatives continued to participate in processes which met the principles established in previous discussion among 12 counties, 8 Valley counties and 4 additional Delta counties and decided to advance agreed upon water management activities. A recent effort is the Delta Vision Foundation process to develop consensus on how to meet the goals of water supply reliability and Delta restoration embodied in the state water management legislation adopted in 2009. Delta Vision convened work groups on regional water planning and water storage opportunities to help foster broad agreement on how to implement both policy and investments in “water actions.” Summary papers and recommendations of that effort were presented to a multitude of organizations and agencies. Findings and recommendations of the Delta Vision papers have not yet been presented to the Partnership as drought and groundwater issues have dominated the agenda and landscape in the 8 Valley counties, the focus of the Partnership.

The Governor's Drought Task Force participated in the March 2014 Partnership Board meeting for a special drought discussion. Members of the water community presented conditions and news from Valley water agencies, which echoed the dire conditions from state and federal water projects: most would be delivering only small amounts of surface water, if any; and water users, mostly agriculture, would be relying heavily on groundwater. Numerous impacts of this extra groundwater extraction are already being manifested, including the returning

phenomenon known as subsidence - a permanent sinking of land all the way to the surface from collapse of clay soil formations near deep groundwater pumping zones. Subsidence continued in areas previously mentioned as confounding the San Joaquin River Restoration process; also becoming very apparent in significant areas of western Tulare County and eastern Kings County.

The drought presentation by the water community also brought attention to the human impacts: loss of water supplies to rural residences, loss of agricultural jobs, with disastrous economic impacts on rural communities, and the health of their citizens. The drought and the inherent lack of adequate quantity and quality of water supplies will likely continue to flummox economic improvements in the San Joaquin Valley. The issue of accelerated groundwater pumping also brought the Water Institute into the fray of developing collaborative groundwater management strategies.

A specific engagement in Stanislaus County was precipitated by a proposal to transfer groundwater out of the county and by large scale expansion of nut growing and groundwater use on land that was fairly recently range land. Out-of-county transfers fostered the development of groundwater ordinances in other California counties that now prohibit such transfers without meeting conditions that are designed to protect local users first. Stanislaus County has become the 30th to have a groundwater ordinance.

Most Valley counties have an ordinance with some level of groundwater management; but the massive amount of groundwater extractions during the drought has brought forth several proposals from the state government to mandate groundwater management planning. Before now, such plans have been voluntary and limited in scope. State administration has a proposal; and state legislature has one in each house. The Water Institute was invited to participate in hearings on the various proposals; and it appears some form of new law will be adopted in the near future. The Water Work Group has not yet participated in any

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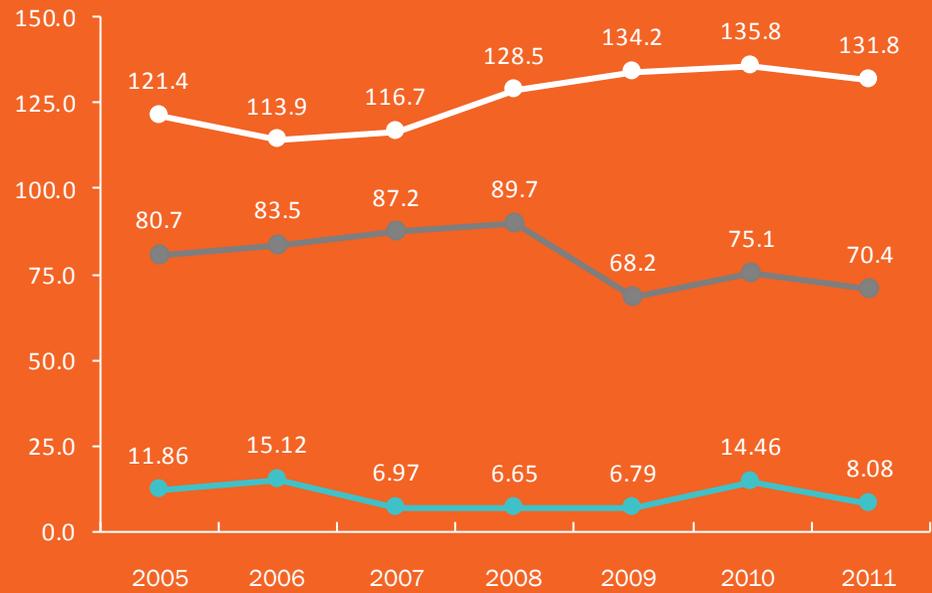
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County Water Table Depth

California*** San Joaquin Valley
 Fresno County, precipitation in inches**

DEPTH TO WATER MEASURED IN FEET; AVERAGE FOR CONSTANT WELLS* MONITORED EACH YEAR, 2005 TO 2011



Source: California Department of Water Resources

Water table depth is used to measure sustainability of water usage in the San Joaquin Valley. Groundwater depth statistics, reported by the California Department of Water Resources, are based on water well tests that include recordings of water depth. Only wells with at least one reading per year between 2005 and 2011 were included. The Valley experienced a sustained drought between 2006 and 2010, resulting in deeper groundwater depth than in the past 10 years. In 2011, the levels rose, giving a positive outlook. Increased rainfall in 2010 resulted in significant rises in groundwater levels the following year. There remains, however, a general trend of lower groundwater tables indicating unsustainable long-term water use. The state's trend mimics the Valley's because a majority of the state's groundwater is pumped in the Valley.

Constant wells are wells measured at least once each year, for these purposes for the time period 2005 to 2011 average for constant wells monitored each year, 2005 to 2011

**Fresno County, precipitation in inches, is included to show the connection between precipitation and groundwater.

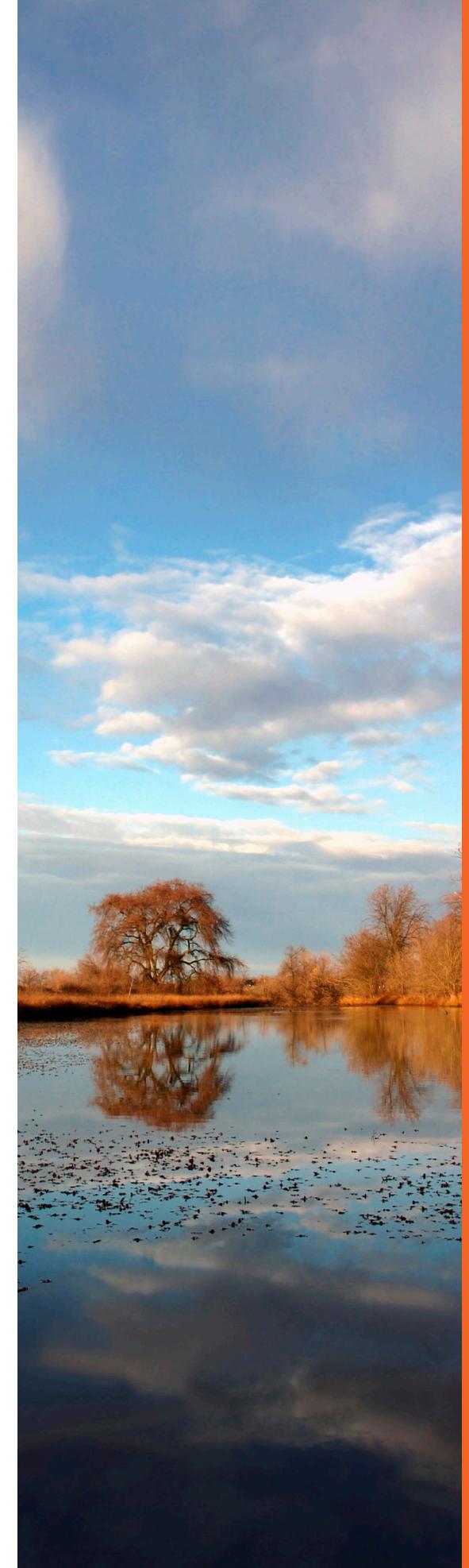
***A comparison to California is included because it has been in previous reports. California is made up of unique hydrological regions called groundwater basins. There are several distinct basins in California made up of mountain, valley, desert, and coastal regions, all with different types of hydrological cycles and bedrock types that determine how much water can be stored. Thus, taking an average of well depth for the entire state is not an accurate comparison for the Valley.

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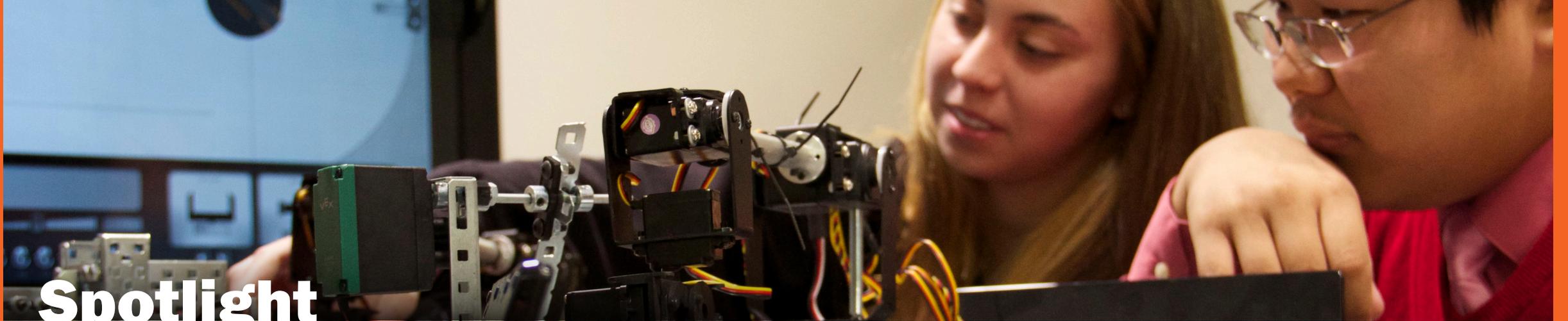
of these efforts; but the Water Institute and Partnership Board members from the Governor's cabinet have attempted to keep the overall organization aware of activities.

The Water Institute continued to monitor and engage, where appropriate, in integrated regional water management planning. Under the program, coverage has seemingly stabilized with all areas of the Valley fully empowered to properly plan water management strategies, except for portions of Kings County and the western foothills and mountains. If a new water bond is finalized by state legislature, then the program will likely attain a much needed infusion of new funds to continue implementation of projects that conserve and enhance water supplies which might mitigate some of the hardships of the current drought.

The Partnership has not and likely will not take a position on a water bond but clearly should and could support continued funding of integrated regional water management planning based on the success of the program thus far in almost all of the eight Valley counties.



Wild life preserve pond, San Joaquin Valley



Students learning engineering hands-on. (c) Project Lead the Way, Inc., 2014

Spotlight

Regional Industry Cluster Opportunity

In 2013, the California Workforce Investment Board (CWIB) awarded the San Joaquin Valley one of five Regional Industry Clusters of Opportunity (RICO) grants totaling \$158,013. This award utilized California Energy Commission AB 118 Alternative and Renewable Fuel Vehicle Technology Program.

A goal of the San Joaquin Valley RICO project is to prepare a talent pool for growing alternative fuels and vehicle jobs within the region. Likewise, a priority is placed on cultivating a business environment consisting of market development, infrastructure enhancement and regulatory expeditiousness that is conducive to increased deployment and adoption of alternative fuels and vehicles. Project focus areas include biofuels, electric vehicles and natural gas.

A RICO Action Team was formed to provide direction, planning, and implementation of activities for the focus areas. The Action Team is made up of these regional partners: Clean Energy Center at Kern Community College District, Collaborative Economics, Kern Economic Development Corporation, San Joaquin Valley Air Pollution Control District, San Joaquin Valley Clean Cities

Coalition, and San Joaquin Valley Clean Energy Organization.

This project has four stages. Stages 1 through 3 are completed. Stage 4 is scheduled for completion fall 2014.

The advanced transportation diagnostic completed for Stage 1 includes information and data on alternative fuels and vehicle employment and occupations; investments and production levels; vehicle adoption; and infrastructure deployment.

Stakeholders meetings during Stage 2 resulted in employers identifying these priorities: market development, infrastructure enhancement, and talent pipeline advancement.

A Cluster Investment Strategy completed during Stage 3 reflects priority areas for future investments in the three focus areas.

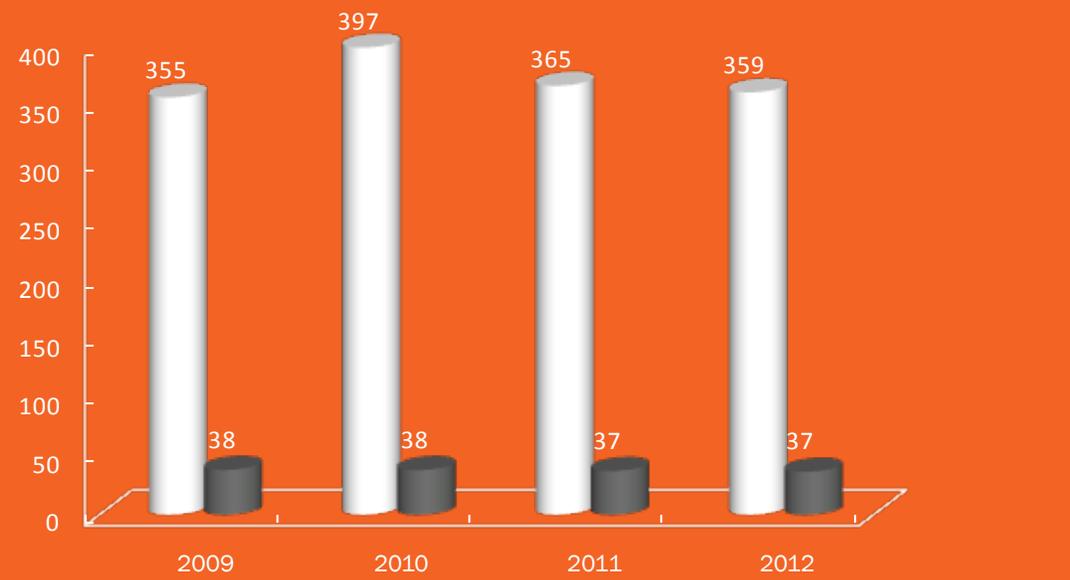
STAGE	COMPLETION	OUTCOME
One	Early fall 2013	Advanced transportation diagnostic for the region
Two	Began fall 2013; completed spring 2014	Convened stakeholders in project focus areas: biofuels, electric vehicles, natural gas.
Three	Summer 2014	Cluster Investment Strategy
Four	Scheduled completion: fall 2014	Proposed outcome: Sustainable Implementation Plan outlining how project priorities will be realized beyond RICO funding

The Strategy identifies the need to promote and document best practices for public-private infrastructure development, increase educational and outreach activities, facilitate workforce training for existing populations within the sectors, and provide technical assistance to fleet managers in the region.

Finally, Stage 4 is designated for creating a Sustainable Implementation Plan that outlines: how project priorities will be carried out beyond RICO funding; committed partners; sources of leveraged funds; and investment opportunities that will be pursued to sustain activities.

The San Joaquin Valley RICO project received supplemental awards from CWIB to support ongoing efforts beyond initial project funding. It received an additional \$46,999 to help implement and sustain priorities identified in the Cluster Investment Strategy, and \$100,000 in talent-pipeline funding to integrate electric vehicle modules into the 38 San Joaquin Valley schools that participate in the Project Lead the Way program.

VEHICLE MILES TRAVELED PER LICENSED DRIVER, DAILY — California — San Joaquin Valley

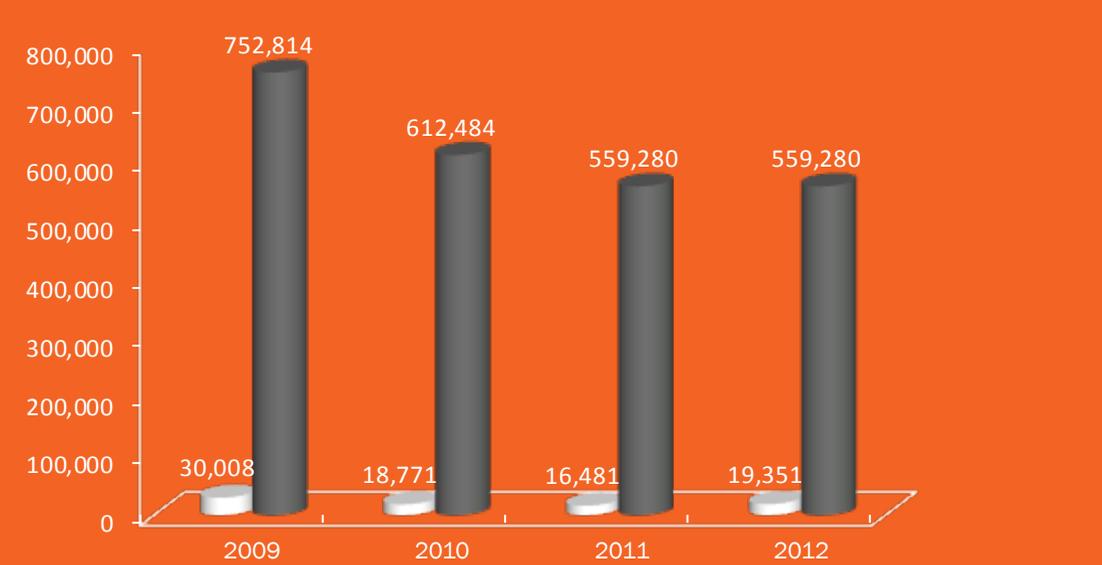


Source: California Department of Transportation; California Department of Motor Vehicles

Data for licensed drivers by county is only available beginning 2009

Vehicle miles traveled per person for the San Joaquin Valley has been trending downward since 2006. The seven-year average of the Valley is 25.8 miles driven daily. The state seven-year average is 8.7 miles daily, which is understandable since a majority of the state population lives in compact urban areas while the Valley is large and open in comparison. Vehicle hours of delay decreased between 2009 and 2011 but experienced an uptick in 2012. Fresno County experienced the greatest decline in annual vehicle hours of delay, from 5,729 hours in 2009 to 1,904 in 2012. San Joaquin County had the most hours of delay in 2012 with 8,533 hours.

VEHICLE HOURS OF DELAY, ANNUALLY — California — San Joaquin Valley



Source: California Department of Transportation

Methods for capturing data changed dramatically beginning 2009; comparison to previous data would not be accurate.

Traffic volume estimates are derived from California Department of Transportation (Caltrans) and include all public road mileage from all jurisdictions. These estimates include state highways and urban and rural designations. Estimates are calculated annually and measured periodically on the ground by Caltrans. Caltrans also estimates vehicle hours of delay, the amount of time lost because of slowed traffic due to congestion. Vehicle hours of delay were only available for Caltrans districts pre-2009. Since then, Caltrans has changed methodology and now reports data at the county level. Differences in methodologies have resulted in the inability to compare data before 2009 with current data. Therefore, all data reported here is for 2009 to the present.

Dinuba/Courtesy Tulare County Association of Governments



KILOWATT-HOURS PER CAPITA, IN MILLIONS



Source: California Energy Commission; U. S. Department of Finance

The California Energy Commission estimates annual electricity use by county, based on electricity delivered to local providers and data submitted by larger providers like Pacific Gas & Electric and Southern California Edison. Electricity consumption is calculated on a per-person basis and accounts for residential and commercial use. Per capita electricity consumption in the San Joaquin Valley has consistently been higher than in the state. In general, this is expected because of the region's hotter summers and colder winters compared to California's more populated, temperate coastline. Electricity consumption per capita has been increasing in the Valley since 2010. In 2012, 11,068 kilowatt hours of electricity were consumed per capita.

Mojave Desert, Highway 58 East/Angelica Cano



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.

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

SJVCEO is responsible for working with IOU partners and municipalities in Tulare and Kings counties to meet municipal and commercial energy savings goals of more than 7,000,000 kWh. Meeting these goals will allow local governments and small businesses to save in excess of \$800,000 annually in energy costs.

Year-In-Review

The California Public Utilities Commission places energy efficiency (EE) as the number one resource to meet California's energy needs. Other resources that contribute to state energy needs are demand response, renewables, and grid reliability.

The San Joaquin Valley has embraced EE and has worked in partnership with the region's Investor Owned Utilities (IOU) - Pacific Gas and Electric Company (PG&E), Southern California Edison and Southern California Gas Company - to deliver EE programs to rural and underserved communities. IOU local government partnership programs have become one of the most effective and reliable channels of program delivery, and have matured to be viable and respected entities that have increased the amount of public purpose energy dollars returning to Valley customers

Valley Innovative Energy Watch (VIEW) is a partnership which offers comprehensive energy efficiency services and technical assistance to residential, small commercial, large commercial and municipal customers. Services include EE audits, retrofits, retro commissioning, rebates, education and training, and the development of the California Long-Term Energy Efficiency Strategic Plan, community outreach, and integrated marketing efforts and workforce development programs.

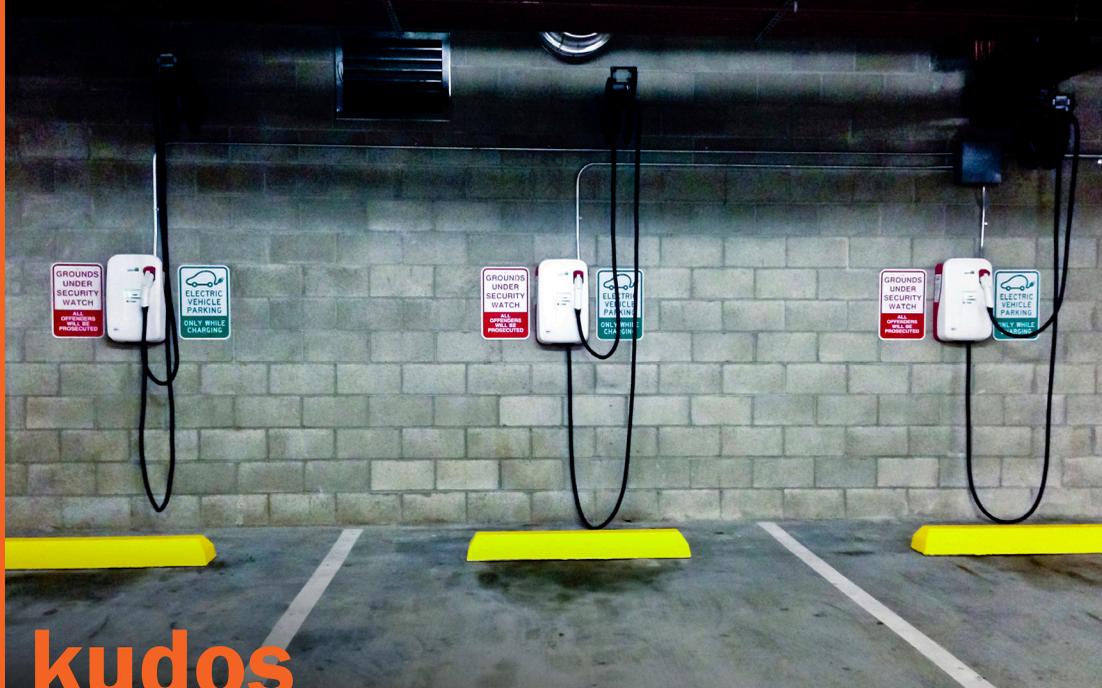
San Joaquin Valley Clean Energy Organization (SJVCEO) is contracted to serve as the implementing partner, coordinating the activities of the program.

In 2013-14, VIEW worked with Kings County and Tulare County board supervisors to host rural community events in Stratford and Waukena. These events delivered a message of residential EE and brought together various county services and departments. PG&E offered no-cost energy audits and retrofits to the schools and local businesses in each community. The model developed in Stratford and Waukena is now considered a best practice for local government partnerships.

Other local government partnerships working for energy efficiency in the region are Great Valley Center (GVC), County of Madera, Fresno Energy Watch (City of Fresno and the Economic Development Corporation serving Fresno County) and Kern Energy Watch (Kern Council of Governments). Like SJVCEO, these partnerships work autonomously; but together have established the Valley Energy Efficiency Partners (VEEP) collaborative. Through this effort, the entire region is able to maintain independent operations of the partnerships and capitalize on a shared resource model. Each partnership excels in one or two particular areas: municipal services, workforce development, policy planning, residential retrofits. By working together, these partnerships have increased cost effectiveness in their programs and regional access to energy efficiency programs.

GVC hosted the first forum on EE and local government in the Valley. GVC

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Electric vehicle charging parking lot, Long Beach

San Joaquin Valley Electric Vehicle Partnership Nissan North America NRG eVgo

Key Partners:

Aeroenvironment

Telefonix

Pacific Gas & Electric

Plug-In America

Schneider Electric

RICO Action Team:

- Clean Energy Center, Kern Community College District
- Collaborative Economics
- Kern Economic Development Corporation
- San Joaquin Valley Air Pollution Control District
- San Joaquin Valley Clean Cities Coalition
- San Joaquin Valley Clean Energy Organization

Since its launch in April 2014, the San Joaquin Valley Electric Vehicle Partnership (SJVEVP) has emerged as one of the recent successes of the Regional Industry Cluster of Opportunity (RICO). Administered by the Office of Community and Economic Development at Fresno State, SJVEVP is a regional collaborative exploring the future of electric vehicles, and identifying potential partners that can help Valley communities realize a future with electric vehicles. Participation in this effort includes

representatives from both public and private sectors and local and county government.

Nissan North America and NRG eVgo have played an instrumental role in giving SJVEVP a substantial level of industry engagement. Lending support to the Valley's future in electric vehicles are its universities and colleges; workforce and economic development agencies; and regulatory agencies and advocacy groups.

SJVEVP provides opportunities to present the range of available electric vehicles, particularly the Nissan Leaf and Tesla Model S which have been showcased at these events. Even the nation's first all-electric school bus has held center stage.

SJVEVP is committed to advancing the region in electric vehicle deployment and adoption through market development, charging-infrastructure expansion, talent enhancement, and self-promotion. A series of Ride 'n Drive events is currently being developed to promote electric vehicles and availability of purchasing incentives.

Advanced Communications Services

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

San Joaquin Valley Regional Broadband Consortium

Jason Waters, Community & Regional Planning Center Director

Office of Community and Economic Development
Fresno State

"dig once" policies, telecommunications elements in general plans, and streamlined permitting processes. The deployment plan is updated as new information and strategies become available.

SJVRBC staff continues efforts to increase and improve broadband adoption in the Valley. As part of these efforts, staff held quarterly meetings with stakeholders for updates on the status of broadband in the Valley and its three broadband work groups: Infrastructure, Telehealth, and Education as well as desired outcomes.

Staff tracked the status and implementation of broadband legislation in California (SB 740 and AB 1299) and provided updates to SJVRBC. A section of its website is maintained to communicate SJVRBC information.

California Public Utilities Commission (CPUC) conducted monthly phone calls. SJVRBC staff provided and received updates and engaged in conversations with other broadband consortia where applicable. These calls included discussions related to the state's broadband mapping efforts, which comprises an interactive broadband availability map, speed tests, and surveys through various networks including, for example, the Partnership and the Rural Development Center's Small Community Network. Staff continues to update data on affordable connections to broadband. This data will be integrated into its planning efforts and the state's broadband mapping efforts.

The California Advanced Services Fund (CASF) Annual Learning Summit was held in Sacramento March 3-4. At the Summit, staff made a presentation identifying the underserved and unserved communities in the Valley in greatest need of improved broadband access. SJVRBC partnered with California Emerging Technology Fund and other regional consortia on legislative

Year-In-Review

San Joaquin Valley Regional Broadband Consortium (SJVRBC) continues work on a three-year grant from California Public Utilities Commission (CPUC) to promote broadband deployment throughout the San Joaquin Valley and to advance broadband adoption in unserved and underserved communities in its eight-county region.

SJVRBC is administered by the Office of Community and Economic Development at Fresno State through the Partnership Advanced Communications Services Work Group. In its third year, SJVRBC is dedicated to expediting the provision of broadband access in all areas of the San Joaquin Valley (Valley); promoting accessibility and utilization of broadband in targeted underserved and unserved communities and populations; expanding and replicating successful model programs to increase access to broadband and information technology to bridge the digital divide; and accelerating deployment of broadband infrastructure through telemedicine and telehealth technology

One of SJVRBC's most important responsibilities is to continue updating the broadband deployment plan (plan) to provide strategies, case studies, templates, and examples of methods which can expand broadband in the Valley. Development began in 2013 to articulate strategies like TV white space, vectoring, leveraging existing infrastructure, public-private partnerships, and broadband utility co-ops. The plan provides resources local governments can use to help streamline and encourage private-sector investment in their communities, through initiatives like

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ENERGY

established the first cohort of the EE Intern program giving seven college students the opportunity to participate.. Interns provided customer outreach support to local PG&E Energy Solutions and Service offices in Merced and Stockton.

Fresno Energy Watch (FEW) completed 2,400 residential energy efficiency assessments in the five south Valley counties through the PG&E-funded Home Energy Tune-Up program. In its pilot year, the Business Energy Tune-Up program identified more than 4,000,000 kWh savings opportunities for Fresno-based businesses. Local business would see a cost savings exceeding \$400,000 annually in operating costs should the hoped-for savings be realized. In other efforts to support small- and medium-sized businesses, FEW launched the Fresno Power Loan with Fresno Community Development Financial Institution and Richard Heath and Associates to create an EE micro loan of up to \$5,000. The American Council for an Energy-Efficient Economy recognized PG&E and FEW with a Certificate of Recognition, citing FEW as a leading example of energy efficiency programs.

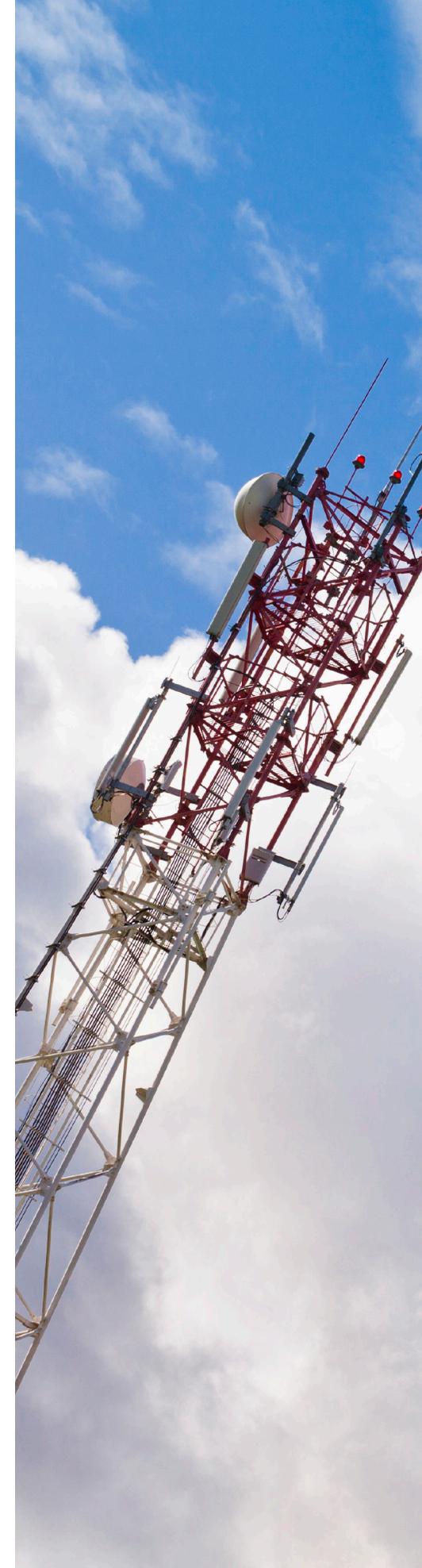
Kern Energy Watch assisted Kern County local governments with adopting and implementing energy action plans. Work by Kern Council of Governments as a leading partner in policy planning was highlighted at the first Energy Action Plan Summit and Clean Technology Summit. The municipalities in the partnership have worked to develop pragmatic policy plans addressing electricity and gas use as well as update greenhouse gas emission reports. The County of Madera Board of Supervisors unanimously approved moving ahead with a government facilities greenhouse gas inventory project

Sacramento River

CONTINUED FROM PAGE 34
ADVANCED COMMUNICATIONS SERVICES

advocacy, tracking legislation and providing letters of support on bills that would increase funding in CPUC's CASF. Increases in CASF would ultimately be used to provide broadband access in unserved and underserved communities.

SJVRBC continues its work on accelerating the deployment, accessibility, and adoption of broadband within the Valley's eight counties: Fresno, Kern (western portion), Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare. By working closely with our public and private partners we hope to improve broadband access in the Valley and close the digital divide in the San Joaquin Valley.





Downtown Exeter/Courtesy Tulare County Association of Governments

sustainable planning

Creating a healthier, safer, more prosperous tomorrow requires planning today. Integrating smart growth principles into our communities' planning products and processes will create more transportation choices, walkable neighborhoods, equitable affordable housing, and greater economic competitiveness within the region; undoubtedly influencing future development patterns which embrace smart growth and promote the three Es of sustainability: greater social equity, a strong and competitive economy, and a healthy environment.

Air Quality

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

**San Joaquin Valley
Air Pollution Control District**
Jaime Holt, Chief Communications Officer

Year-In-Review

The San Joaquin Valley Air Pollution Control District (Air District) is a public health agency with a mission to improve the health and quality of life for all San Joaquin Valley residents through efficient, effective and entrepreneurial air quality-management strategies.

For the first time in recorded history, the San Joaquin Valley (Valley) in 2013 had zero violations of the hourly ozone standard established

under the federal Clean Air Act, down from 281 violations in 1996. In 2004, EPA classified the Valley as "extreme" non-attainment for this standard, meaning that reaching the standard, at that time, was deemed impossible. The Valley is the first and only region in the nation with "extreme" classification to attain the standard.

Reaching this milestone has been a key focus of the Valley's air quality-management strategies for more than two decades. Since 1992, the Air District has developed and implemented numerous attainment plans and adopted more than 500 of the most stringent rules in the nation, to obtain the significant emission reductions needed to demonstrate attainment. Additionally,

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kudos

Corn harvest, San Joaquin Valley

Farmland Preservation Program City of Hughson

In January 2013, the City of Hughson adopted a farmland preservation program (FPP) that requires the permanent preservation of two acres of farmland for every one acre of land that is converted from agricultural to residential use. One of the most ambitious programs in the state of California, the 2:1 ratio seeks to promote and preserve the City's culture, farming heritage, environmental stewardship and ensure sustainable economic vitality.

Program Highlights

- The farmland preservation program was adopted unanimously by the City Council with strong public support.
- The Program is primarily intended for residential uses, and the conversion of land for commercial or industrial purposes are not subject as they provide other positive results for the city and county.
- The FPP is modeled after the Stanislaus County program and is intended to be compatible with that program so that coordination is made easier
- The protection of the farmland may be achieved through direct conservation easement acquisition, by in-lieu fee or other strategies as approved by City Council
- A 2:1 ratio will help mitigate, but not completely stop, the cumulative impacts of the loss of farmland as Hughson develops over time, protecting the City's high-quality farm land and, in turn, the City's heritage and values.

Why is it important?

Quality farmland surrounding the City of Hughson is a finite and irreplaceable resource. The purpose of the FPP is to aid in slowing the loss of the 'prime' farmland, thereby enhancing the quality of life by recognizing the city's agricultural heritage, economic vitality and the distinctiveness of the community. Further, the California legislature has declared "that the preservation of land in its natural, scenic, agricultural, historical, forested, or open-space condition is among the most important environmental assets of California." This program addresses several of the region's and the state's growing needs and challenges. The demand for local and sustainable food has grown in recent years. Preserving farmland guarantees the ability to produce local food thereby driving down the cost and dependency on such food from outside the region.. Productive agricultural land supports both direct employment in farming and local jobs in food processing and transport. Because farmland conservation promotes compact and efficient development, it can reduce the cost of providing basic urban services such as water and sewer and police and fire protection to residents.

Open farmland provides other important benefits such as groundwater discharge, flood control and preservation of wildlife habitat.

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the Air District has supplemented its regulatory programs with a robust, voluntary incentive program, providing more than \$500 million in incentive funds, resulting in a reduction of more than 100,000 tons of emissions.

Despite significant progress, in 2010 Valley residents and businesses became subject to an annual \$29 million penalty under federal law. At the time, the Air District crafted an alternative approach that kept these penalties from going to federal coffers. Under the alternative approach approved by the U.S. Environmental Protection Agency (EPA), the Valley was able to retain those dollars and invest them in the Valley's local economy to fund clean-air projects in the eight-county region.

Attaining this key smog standard is an historic accomplishment that reaffirms the effectiveness of investment and commitment by Valley businesses and residents to reduce emissions and improve public health.

- Valley businesses and farmers have been instrumental in helping craft cost-effective strategies that routinely exceed mandates through their expert input and willingness to form an effective, result-oriented public-private partnership with the Air District. Billions of dollars have been invested to reduce emissions through the installation of newer, cleaner technology and the replacement of older, higher polluting equipment.
- Valley residents consistently rank air quality as a top quality-of-life issue and have taken an active role in reducing air pollution. Public support and participation during Air Alert episodes in 2013 were critical to avoiding the few remaining 1-hour ozone violations.
- Local, state and federal policymakers have provided necessary funding and support commensurate with the region's air quality needs. This success is the result of diligent work by local elected officials and community leaders and support from the California Partnership for the San Joaquin Valley. With more than 80% of Valley emissions coming from mobile sources, Air District efforts to reduce emissions from this sector have been crucial. EPA Region 9 has worked with the Air District to maneuver through the complicated

mandates of the Clean Air Act and to bring resources to the Valley.

- Valley environmental organizations have been successful in drawing attention to the Valley's air quality challenges and assisted the Air District in successfully advocating for the Valley's fair share of financial resources by initiating audits, which have highlighted the effectiveness and efficiency of the Air District's air quality management programs.
- The Air District's Governing Board is to be commended for its insight and skill in balancing the Valley's economic, meteorological and topographical challenges. They have consistently devised and implemented entrepreneurial strategies that have effectively reduced air pollution while accommodating the Valley's unique needs. These innovative strategies now serve as a model for the rest of the nation.

The Air District will be submitting a formal request to the EPA to declare the Valley in attainment and lift the \$29 million penalty mandate. The attainment test for the 1-hour ozone standard of 0.12 parts per million is based on the number of exceedance days per year, averaged over a three-year period. If an air monitoring site has three or fewer exceedance days in a three-year period, then it meets the standard. If a single site violates the standard, the Valley is then in violation of the 1-hour ozone standard.

The Air District request for an attainment finding by EPA will include extensive technical support information. Also to be addressed are special issues such as transboundary ozone from Asia, the Air District's ozone saturation study to address the Arvin monitoring station relocation, and an exceptional event whereby the Valley experienced an exceedance of the 1-hour ozone standard due to a large industrial fire and wildfires.

Continued investment in our Valley, 2013

- More than \$103 million in Air District funding and private investment-funded projects that reduced more than 9,000 tons of lifetime emissions in the Valley air basin
- Air District issues 29,221 vanpool vouchers, \$906,600

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Air Quality

San Francisco Air Basin Los Angeles Air Basin
San Joaquin Valley Basin

DAYS EXCEEDING STATE 8-HR OZONE STANDARD



Source: California Air Resources Board

Air quality is the general term used to describe various aspects of the air that plant, animal and human populations breathe, and is reported by the California Air Resources Board. Data is reported by site, which is grouped into counties and air basins. Air quality standards are set at both state and federal levels. The California 8-hour ozone standard is used as the indicator for air quality; the Valley is compared with the San Francisco Bay area and the Los Angeles air basin. The number of days over the state standard for ozone is consistently higher in the Valley air basin when compared to San Francisco. Air quality has been about the same in the Los Angeles basin for the past 10 years. The general trend is improvement in air quality. From 2001 to 2013, the trend has been decreasing from a high of 192 days, to a low of 112 days in 2013.

Asthma

California San Joaquin Valley

POPULATION EVER DIAGNOSED WITH ASTHMA



Source: California Health Interview Survey

The California Health Interview Survey is a biennial survey of health conditions and risk factors in California. Respondents are asked if they have ever been diagnosed with asthma. Results of the survey are reported here, along with the air quality indicator included in this document. The San Joaquin Valley has experienced higher levels of diagnosed asthma rates than California. About one in six (16.7%) of Valley adults has reported ever being diagnosed with asthma, which was 2.6 percentage points higher than the state's asthma rate.

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.

San Joaquin Valley Regional Policy Council

Rob Terry, Principal Regional Planner
Fresno Council of Governments

analysis related to establishing a greenhouse gas target for the Valley. All of the Valley RPAs anticipate completing their RTP and SCS documents by the end of summer 2014. This work effort is coordinated with the California Air Resources Board. (<http://www.valley-visions.org>)

Year-In-Review

San Joaquin Valley Regional Policy Council (RPC) was established to discuss and build regional consensus on issues of importance to the San Joaquin Valley (Valley) eight-county region. RPC includes these regional planning agencies: San Joaquin Council of Governments, Stanislaus Council of Governments, Merced County Association of Governments, Madera County Transportation Commission, Fresno Council of Governments, Kings County Association of Governments, Tulare County Association of Governments and Kern Council of Governments. RPC consists of two elected officials from the boards of each regional planning agency (RPA) and the executive director of the San Joaquin Valley Air Pollution Control District (Air District).

RPC works on transportation, air quality, and other Valley-wide issues to improve the quality of life for Valley residents. 2013-2014 fiscal year efforts are reported below.

Each RPA continued working on its Sustainable Communities Strategy (SCS) and Regional Transportation Plan (RTP) including development of growth scenario alternatives. SCS is part of each county's RTP and integrates transportation, land-use, and housing policies for achieving greenhouse gas emissions reductions as required by Senate Bill 375. Extensive resources were expended for modeling, community outreach, environmental reviews, and technical

The Federal Clean Air Act has prompted a coordinated and comprehensive approach to air-quality planning by the RPAs and the Air District. The RPAs expend resources targeted at federal air quality conformity and compliance with the Federal Transportation Improvement Program (FTIP) which requires extensive technical analysis and is coordinated with the U.S. Environmental Protection Agency and Federal Highway Administration.

The Valley Legislative Affairs Committee (VLAC), established at the staff level at each RPA, is responsible for tracking legislation and exchanging pertinent information that may be crucial in developing a support/oppose/amend position for each RPA. VLAC coordinates annual eight-county Valley Voice advocacy trips which have proven to be very effective. Each year, Valley Voice trips are planned to Washington, D.C., and Sacramento. This fiscal year, the trip to Washington, D.C., was in September 2013, Sacramento in March 2014.

The annual Fall Policy Conference was in October 2013 in Stockton and hosted by the San Joaquin Council of Governments. Each year, the conference offers a productive opportunity for staff, elected officials and other leaders to learn from one another, network, and share information about activities going on at both state and federal levels. In addition,

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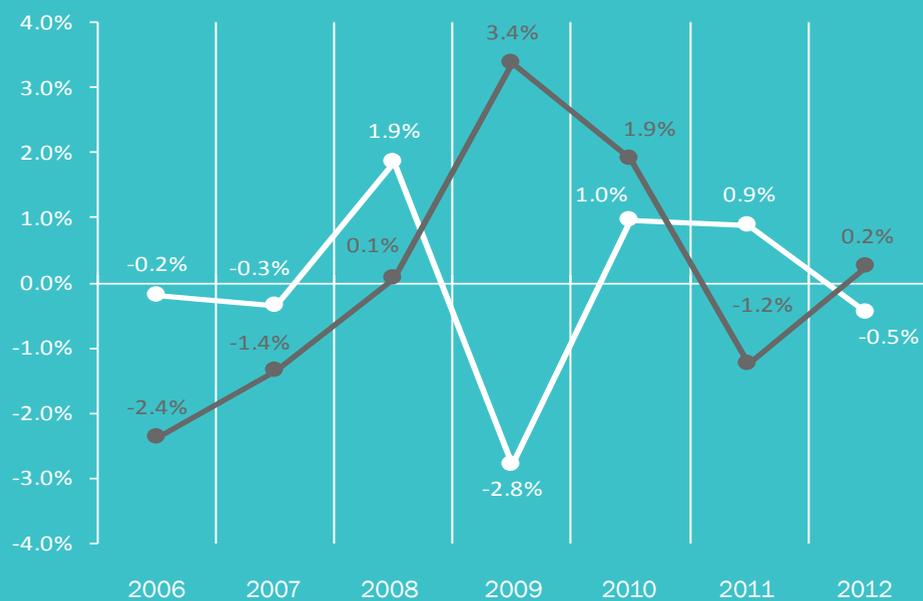
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TOTAL HARVESTED ACREAGE



Harvested acreage of agricultural land is reported by the county agricultural commissioner to the U.S. Department of Agriculture. Commissioners are required to base estimates on a local survey. There is no consistent methodology for estimating harvested acreage from county to county, or from year to year; large shifts are thus possible, especially when a new county agricultural commissioner is appointed. Agriculture is a dominant feature class in the landscape of the San Joaquin Valley. Agriculture is a major economic engine and has become 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 trends such as annual water availability and long-term urban land conversion. The amount of productive farmland in the San Joaquin Valley has generally been decreasing since 2000. The most productive year was 2003 with 10.75 million acres in production, while the least was in 2009 with 10.22 million acres. Though the general trend has been a decline, California experienced an even greater drop in harvested acreage until 2007, when the state's agricultural acreage began to increase. It may be the recession made it worthwhile to farm or ranch on more marginal lands, while the Valley has been developed to capacity and expanding urban centers are slowly consuming its farmland.

TOTAL HARVESTED ACREAGE, ANNUAL PERCENT CHANGE



Source: U. S. Department of Agriculture, County Agriculture Commissioners Data

CONTINUED FROM PAGE 39
AIR QUALITY

- More than \$17 million used to replace 483 heavy duty diesel trucks
- Air District funded 391 clean air vehicles, \$1,025,498
- Air District replaced 328 ag pump engines, \$6,099,517
- 776 tractors were replaced for a total of nearly \$33 million
- Air District funded 1,037 new certified stoves and inserts, \$563,650

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SUSTAINABLE COMMUNITIES

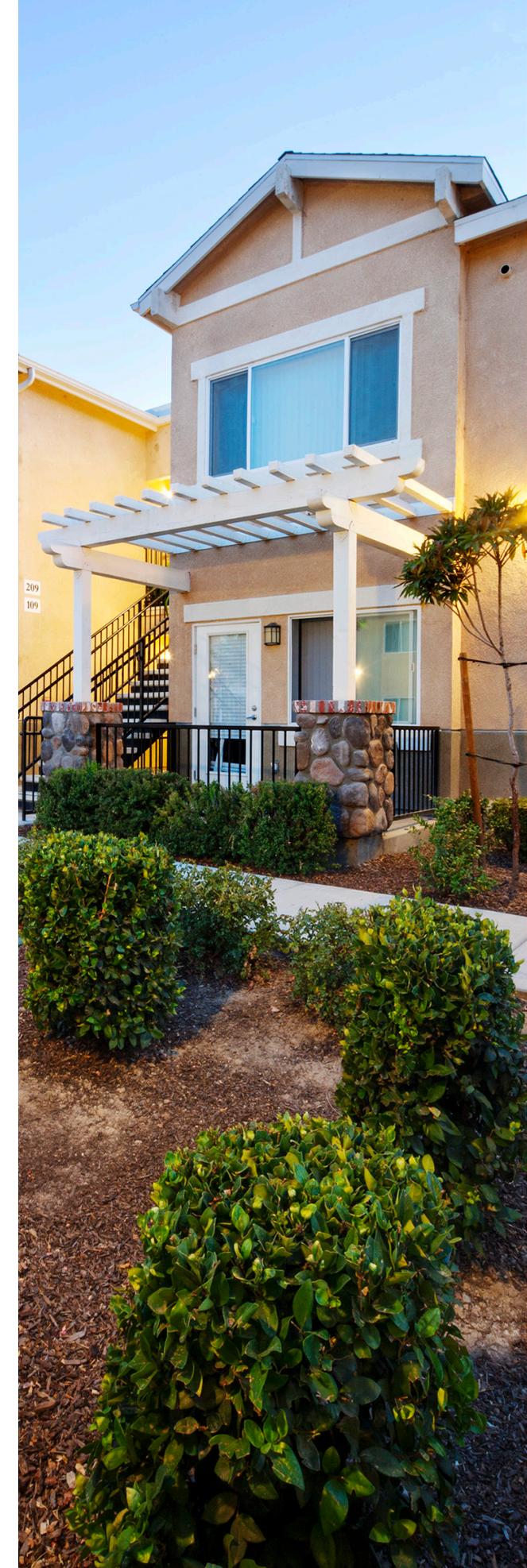
the event hosts the annual Blueprint Awards, which highlights and celebrates projects and individuals in the Valley which embrace the Blueprint Smart Growth Principles in their design and/or function.

As part of the Blueprint process, Fresno COG is developing a Valley-wide fiscal impacts assessment tool used to measure the fiscal sustainability of development projects. This tool will help local planners and elected officials determine the long-term fiscal impacts of development proposals. Fresno COG also is conducting a study that will analyze the feasibility of infill development in Fresno and the Valley. Both of these items are ongoing efforts and are scheduled to be available for inclusion into the online Blueprint Toolkit in late summer or early fall 2014.

RPA directors agreed to invest 19% of this first round funding in Sustainable Communities Strategy (SCS) outreach; 53% for local government Blueprint Principle Integration into general plans; and 28% on a Valley Greenprint. This first stage of the Greenprint process compiled information describing the lands, waters and living resources of the San Joaquin Valley region and the trends affecting them. It also will identify and document resource management challenges and opportunities. Extensive work and GIS mapping has been completed.

In January, Fresno COG held a San Joaquin Valley Greenprint Steering Committee meeting and discussed the potential next steps for the first phase of the Greenprint process. As part of these meetings, the Committee identified outreach strategies and discussed the types of data that should be displayed on the maps created through the Greenprint process.

Mustang Peak Village, Newman/
Courtesy Fresno Council of Governments





Spotlight

Fair Housing & Equity Assessment

The Fair Housing and Equity Assessment provides an analysis of patterns in racial and economic segregation, discusses how segregation impacts individuals and families and their ability to access opportunity, and proposes strategies and recommendations to create more equitable and integrated communities. In 2014, an analysis was conducted in the San Joaquin Valley as part of the Smart Valley Places grant which found that the eight-county region continues to struggle with economic and racial disparities, geographic segregation, and inequitable access to opportunity.

In 2010, 14 cities, Fresno State, and four regional nonprofit organizations in the San Joaquin Valley (Valley) came together to advance the goals of sustainable planning, community engagement, and regional integration through an innovative initiative called Smart Valley Places. The Smart Valley Places Consortium, which was funded by the U.S. Department of Housing and Urban Development (HUD) as part of a Sustainable Communities Regional Planning Grant program, encouraged investment in more transportation choices, equitable-affordable housing options, sustainable economic development practices, and healthier, more walkable communities.

Through the Smart Valley Places Consortium, the cities of Lodi, Stockton, Manteca, Modesto, Turlock, Merced, Madera, Clovis, Fresno, Hanford, Tulare, Visalia, Porterville and Delano, along with the Office of Community and Economic Development at Fresno State, American Farmland Trust, California Coalition for Rural Housing, and Central California Regional Obesity

Prevention Program, collaborated on local planning initiatives, shared best practices in smart growth, and further developed a road map for regional growth.

The ultimate goal of the initiative was to lay the foundation for cities in the Valley to develop more inclusive and prosperous communities. However, this can only be achieved if all residents, regardless of income, race, family size, religion, and disability, have access to neighborhoods that promote opportunity and support economic and social well-being.

The Fair Housing and Equity Assessment (FHEA), which is required for all HUD Sustainable Communities grantees, encourages local and regional jurisdictions to discuss how patterns of racial and ethnic segregation may contribute to disparities in access to housing, transit, education, health care and economic prosperity. Using data as a starting point, the assessment requires grantees to engage in a process of collective discussion and decision-making in

order to develop action plans that reduce racial segregation, increase equitable access to opportunity, and affirmatively further fair housing for all residents.

The San Joaquin Valley FHEA highlighted that as a result of economic factors, historical land use and zoning practices, and housing discrimination, nonwhite populations are more likely to live in neighborhoods of concentrated poverty with less employment and educational opportunity. Based on data provided by HUD, approximately half of all Latinos and African Americans live in neighborhoods of high or very high poverty, compared to 34% of Asians and 22% of Whites. Additionally, 31% of Whites in the Valley live in neighborhoods with high or very high performing schools versus 22% of Asians, 16% of African Americans, and 12% of Latinos.

Residents of federally subsidized housing and low-income housing also are more likely to live in neighborhoods of concentrated poverty with lower-performing schools and less labor market engagement. Sixty-four percent (64%) of all federal subsidized housing units are located in low- or very low-opportunity neighborhoods (neighborhoods with less access to jobs, lower levels of employment, low performing schools and greater concentrations of poverty). Similarly, of all low-income individuals and families living in the San Joaquin Valley, 61% live in areas of concentrated poverty, 69% live in neighborhoods with low or very low performing schools, and 57% live in communities with low or very low employment and educational attainment.

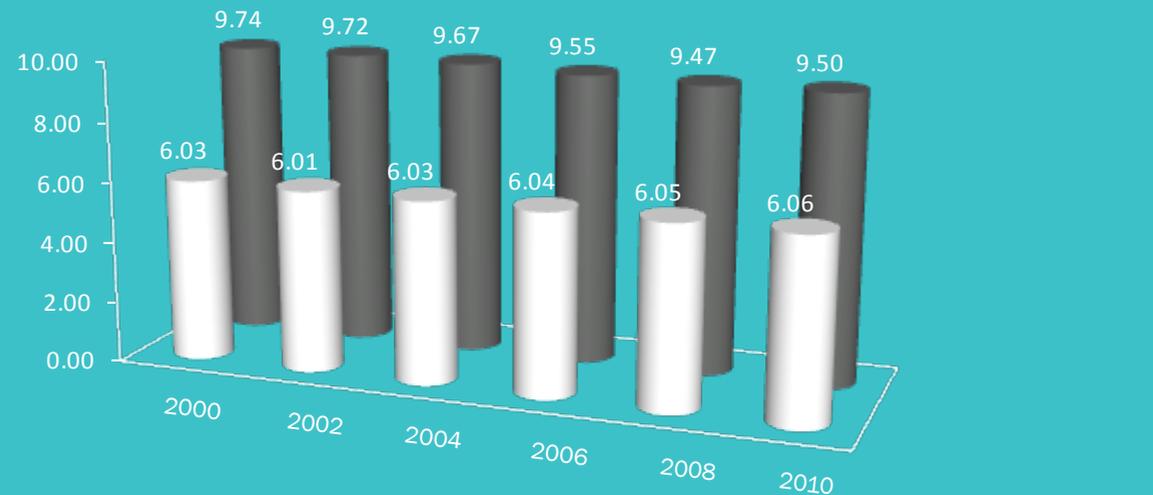
To address concentrated poverty and segregation, the San Joaquin Valley FHEA provides our region with a series of goals, strategies and actions that local jurisdictions, community organizations, financial institutions and housing developers can take to encourage more inclusive and integrated communities. The recommendations were developed through a series of outreach meetings with a variety of community stakeholders. The goals developed through these conversations include:

- Ensuring that every neighborhood provides fair and quality housing choices for residents of all income levels;
- Expanding financial opportunities for lower income individuals and families;
- Building power and leadership in marginalized communities;
- Engaging in comprehensive and collaborative community development;
- Securing funding to implement the region's vision.

With the strategies and actions outlined in the San Joaquin Valley FHEA, our region can take proactive steps towards turning around the historic trends of economic and racial disparity, geographic segregation, and inequitable access to opportunity, and focus on building inclusive, integrated, equitable and sustainable communities throughout the San Joaquin Valley.



PERSONS PER URBAN ACRE



Source: California Department of Conservation

Every two years, the California Department of Conservation conducts aerial land surveys in agricultural areas to determine how much farmland may or may not be replaced by other uses over time. The most common land use conversion is from agriculture to urban development. Urban land acreage values were converted to persons per urban acre to measure the efficiency housing population in new urban lands by the Center for Economic Development at California State University, Chico. Traditionally, San Joaquin Valley urban development has been suburban and exurban in nature - large homes with large yards spread out over vast land areas; which explains why current persons per urban acre (6.08) is so much lower than in California (9.50). Valley communities have been successful at increasing urban densities since about 2002. For example, between 2010 and 2012, new urban development was populated at 7.6 persons per acre; still lower than California but higher than the existing Valley urban densities.

City View @ Van Ness/Courtesy Downtown Fresno Partnership



Housing

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

Housing Collaborative

Stacie Dabbs, Associate Director
Office of Community and Economic Development
Fresno State

- Defining and Financing Special Needs Housing
- Foreclosure Assistance and Recovery
- Housing Challenges and Opportunities for Local Government, Public Agencies and Nonprofits
- Challenges and Opportunities for Non-Urban Housing Development

Year-In-Review

San Joaquin Valley Housing Collaborative (Collaborative) is a 501c3 nonprofit organization formed as a regional entity to specifically address housing issues in the eight-county region of the San Joaquin Valley (Valley). The Collaborative not only serves as a much-needed forum to discuss regional challenges and strategies to address the Valley's long- and short-term housing goals; it also serves as an invaluable tool for the region to organize as one voice when communicating with state and federal policymakers and regulatory agencies. The Collaborative is governed by a board of directors and staffed through a partnership between the Office of Community and Economic Development at Fresno State and California Coalition for Rural Housing with support from the Federal Reserve Bank of San Francisco.

The activities of the past year were bolstered by the additional staff assistance provided by the AmeriCorps VISTA program which placed a volunteer with the Collaborative for one year of service. With the added staff support, the Collaborative was able to delve into new areas of activity, including working one-on-one with city partners and community leaders on specific, local projects.

In September 2013, the Collaborative hosted the 2nd Annual San Joaquin Valley Affordable Housing Summit, "Building Resilient Communities in the Evolving Regional Landscape." Stakeholders came from around the region and the state to Fresno to participate. Breakout sessions addressed:

- Advocacy and Development
- Affordable Housing and the Community Reinvestment Act

The keynote was "Imagining a Finance System that Works." And a panel discussion on financing affordable housing in the San Joaquin Valley was led by representatives from the state and federal agencies.

Goals and Objectives

Serve as a regional voice for effective affordable housing policy in the San Joaquin Valley.

- Establish and support a broad network of partners to promote and increase the development of affordable and workforce housing in the Valley.
- Develop and serve as a resource for information and expertise to increase investments in affordable and workforce housing in the Valley.
- Preserve privately owned, federally subsidized housing at risk of converting to market rents.
- Ensure the Valley is maximizing value received from federal, state and local housing programs.
- Initiate and/or support activities that will stabilize the region's housing economy.
- Communicate and demonstrate how the Valley can lead efforts to implement innovative strategies in creating affordable housing that is aligned with environmentally sound principles of sustainable development and the preservation of farmlands and natural habitats.
- Serve as a source of technical assistance and advocacy to and for local jurisdictions in order for them to achieve their goals as stated in the housing elements of their general plans.
- Serve as a regional housing entity to partner in regional collaborations.



kudos

Self-Help Enterprises Construction Site, Goshen/John Lababit

Partner Recognition Self-Help Enterprises

Self-Help Enterprises (SHE) is a nationally recognized community development organization working together with low-income families to build and sustain healthy homes and communities. SHE's efforts encompass a range of programs, including mutual self-help housing, sewer and water development, housing rehabilitation, multifamily rental housing and homebuyer programs in the San Joaquin Valley. Its goal is to help farm laborers and other low-income families help themselves. These are families and communities with dreams and determination and the willingness to work hard. Since 1965, SHE has helped bridge the gulf between dreams and reality.

The concept of "self-help" is based on the conviction that given the proper tools individuals can and will do what is necessary to improve their living conditions. This concept is not just a philosophy for homeownership but a driving force in all aspects of the organization. SHE provides technical services and support, helping Valley families and communities compete for scarce financial resources and empowering people to be leaders in their communities. For

nearly five decades, SHE's combined efforts have touched the lives of more than 50,000 low-income families in the eight counties of the Valley and has served as a model for similar organizations around the world.

SHE's upcoming activities include its first ever rental housing development in Visalia; expanded impact of water and sewer development efforts; building on partner programs with local cities; and large new multi-faceted developments in Patterson and Goshen.

For more information about Self-Help Enterprises and the impactful work they are doing in the San Joaquin Valley, visit www.SelfHelpEnterprises.org.

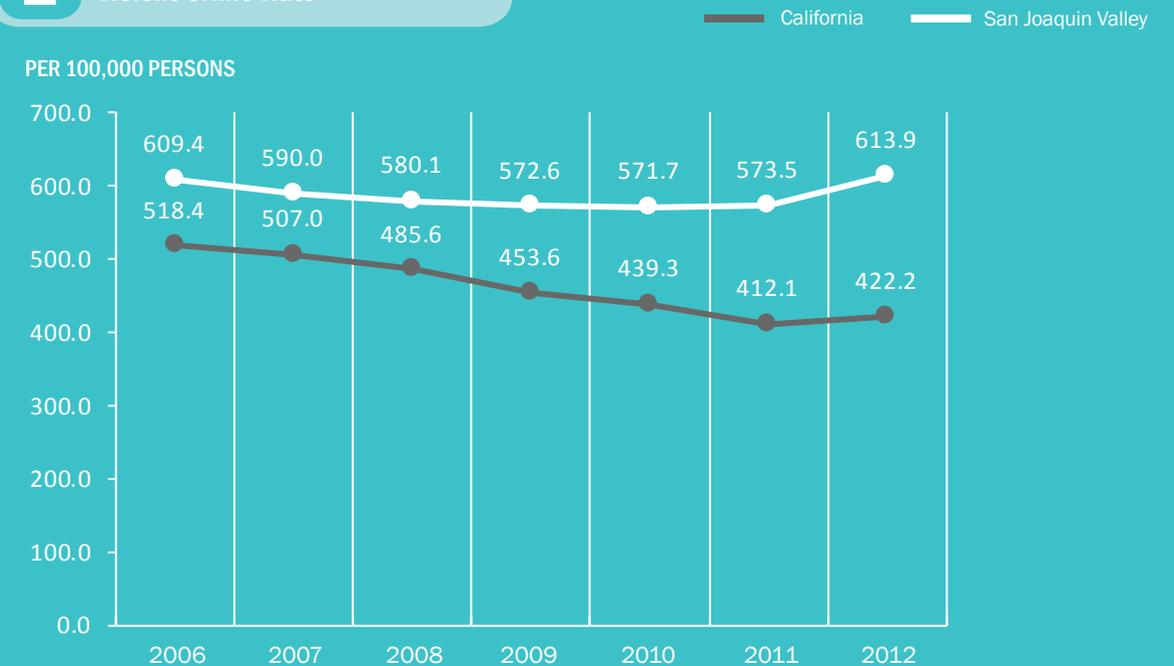
Families in Poverty



Source: American Community Survey

Poverty status is defined for each family household - either everyone or no one in the family is considered to be living in poverty. Characteristics used to determine household poverty status include number of people, number of related children under 18, and 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 percentage of families in the San Joaquin Valley living below the poverty line is higher than California by a factor of more than 1.5. The Valley's family poverty rate of 20 percent in 2012 was more than 50 percent higher than the state's that year. As incomes stagnated, living costs continued to rise during the recession. The family poverty indicator shows that lower income households, at least through 2012, have been falling behind in the economic recovery

Violent Crime Rate



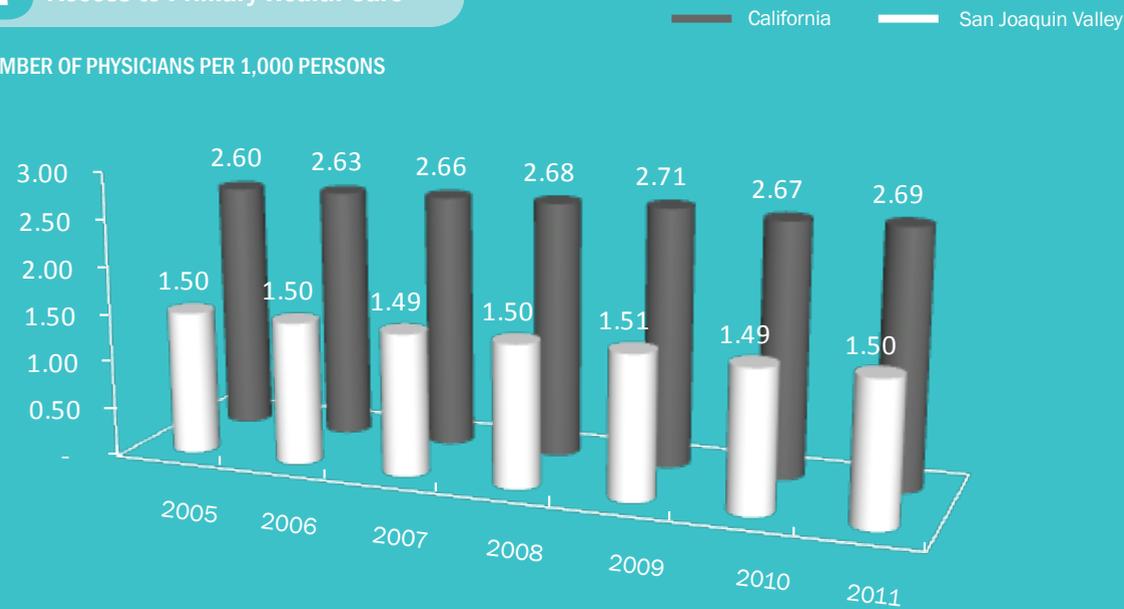
Source: California Department of Justice

The number of violent crimes committed per 100,000 people is referred to as the violent crime rate. Violent crimes are generally direct crimes against other persons and include homicide, rape, robbery and aggravated assault. Through 2011, violent crime rates had been decreasing in the San Joaquin Valley but not as fast as in California. The rate shot up in 2011. The violent crime rate in the Valley was 614 crimes per 100,000 people in 2012 - 45 percent higher than in the state as a whole.



Access to Primary Health Care

NUMBER OF PHYSICIANS PER 1,000 PERSONS



Source: RAND California Statistics

Rand California provides data* by county on the number of licensed primary care physicians. This figure was converted to a number per 1,000 persons to allow regional comparisons. The San Joaquin Valley hosts far fewer primary care physicians per 1,000 residents than California, with the gap increasing since 2000. While the Valley's rate has remained around 1.5, California's rate increased from 2.5 to more than 2.7 in 2011. Data does not indicate whether there is a supply issue (fewer doctors looking for work in the Valley), a demand issue (fewer Valley residents regularly seeing a physician), or a capacity issue (physicians are busier in the Valley making it more difficult to schedule an appointment).

*Health Care Financial Association's Medicaid Statistics Branch

Health & Human Services

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

Office of Community & Economic Development Fresno State

Mike Dozier, Executive Director

Workforce

Build on the Regional Industry Clusters Opportunities plan that captured the health care workforce skills gaps and leverage the plan with other related initiatives.

ACA

Serve as a catalyst to provide information, through regional partnerships, to the community and other ACA stakeholders.

Year-In-Review

The Health and Human Services Work Group (HHS) also acts as the Health and Wellness Industry Cluster, formed in 2012 after the release of the San Joaquin Valley Regional Industry Clusters Analysis. The report indicated that the Health and Wellness Industry Cluster was the second largest and most rapidly growing in the San Joaquin Valley. The potential for job growth was greater than the other clusters; but there was an obvious concern for the skills gap, which needed to be addressed.

HHS includes public and private health care administrators, workforce professionals, educators, nonprofits and consultants. The Office of Community and Economic Development at Fresno State is the HHS administrator.

Four subcommittees were developed in 2013. Following is a summary of their objectives.

Healthy Communities

Serve as a platform for dialogue on the Healthy Communities Initiative by the Robert Wood Johnson Foundation and the Federal Reserve Bank of San Francisco.

Leadership Education

Pursue funding for a project focused on educating small business owners and employees about the ACA by encouraging collaboration among other community partners working on ACA implementation.

Develop and deliver an educational program for public officials on health care issues and their connection with policies around environment, development, quality of life, and human services.





job creation

By strengthening the San Joaquin Valley's regional industry clusters, developing our workforce skills and streamlining regulation, business will cultivate, higher paying jobs will surface, and the Valley's economy will flourish. Partnering with the Valley's Central California Workforce Collaborative, Central Regional Consortium of Community Colleges, California Central Valley Economic Development Corporation, and other local, regional and statewide agencies to achieve this, the Valley is positioned for success.

PreK–12 Education

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

Central Valley Educational Leadership Institute
Fresno State

Marcy Masumoto, Project Director

Year-In-Review

Central Valley Educational Leadership Institute (CVELI), along with university schools of education and county offices of education throughout the region, responded to the significant changes in California's PreK-12 education by providing needed support to school and district leaders through this transition year. School districts across the Central Valley were stretched as they navigated the implementation of the Local Control Funding

Formula, development of Local Control Action Plans, expansion of Transitional Kindergarten, funding of regional career pathway networks, and preparation for implementation of the new Common Core State Standards (CCSS).

Under the auspices of the Kremen School of Education and Human Development at Fresno State, CVELI aims to bring best leadership practices to all aspects of the education system in the San Joaquin Valley. Likewise, the organization works to eliminate the achievement gap and raise the performance of all learners.

During academic year 2013-2014, CVELI took the lead to coordinate and provide professional

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kudos

Careers in Manufacturing

Manufacturers Council of the Central Valley
Stanislaus Business Alliance
Stanislaus Partners in Education

Careers in Manufacturing (CIM) Program was developed in 2004 as a public-private partnership program between the Manufacturers Council of the Central Valley (MCCV), Stanislaus Business Alliance, and Stanislaus Partners In Education (SPIE) in strong collaboration with Modesto Junior College and high schools and local employers throughout Stanislaus County.

CIM's goal is to make young people aware of career opportunities in manufacturing and connect interested, motivated, and qualified high school seniors (18 years old with a high school diploma or equivalent) to manufacturing jobs in the San Joaquin Valley (Valley). These jobs represent outstanding opportunities for young people to learn the skills necessary to succeed in a high-growth and potentially high-paying career. Students who are not ready to enter the workforce are acquainted with educational pathways to help make the most of their time in school while preparing for excellent job opportunities.

CIM actively works with more than 20 high schools located throughout Stanislaus County, reaches more than 4,000 students annually, and has placed more than 800 youth in full-time, part-time or seasonal positions with manufacturing companies all over the Valley. The program has seen tremendous growth in the last 10 years and has earned an excellent reputation with large employers by producing a pool of qualified, motivated, and employable candidates.

CIM brings together employers, educators, and workforce development professionals in concert to:

- Increase the awareness of young people considering careers in manufacturing
- Promote industrial training programs offered locally
- Fill current and projected openings in the manufacturing industry
- Reduce the dropout rate at area high schools

This is accomplished through:

- Outreach programs promoting the manufacturing industry and various educational options available to graduating high school students
- Offering employment to qualified youth
- Providing employer incentives to motivate students to pursue additional education in technically skilled certificate and degree program

All participating youth are assessed in Applied Mathematics, Locating Information, and Reading for Information - three critical workplace skill areas that assist with job placement. A secondary purpose for the assessments is to help schools identify gaps in education, develop curriculum to meet business and educational needs, and support and guide individuals in their career development.

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development events and ongoing support mechanisms that were meaningful, affordable and accessible for local leaders. These programs and events are summarized below.

- Sixth Annual Exemplary Practices in Education Leadership Conference, "Shaping 21st Century Learning," October 2013. Featured keynote speakers from Harvard University and Johns Hopkins School of Business. Breakout sessions featured local leaders presenting K-12 topics. More than 500 people attended; a capacity crowd for the conference.
- Fifth year, Rural Schools Network (RSN). Engaged 20 districts/superintendents, and 30 other leaders from Fresno, Kings, Kern and Merced counties. Included 9 regional meetings in participating rural districts and two all-participant events at Fresno State. A new Leadership and Technology Project was launched. A professional development program for superintendents, district-level and site-based leaders with virtual applications, coaching, and access to technology resources to:
 - Strengthen the RSN community of practice and its collaboration through the use of technology;
 - Increase participant understanding and application of technology as a tool to transform classrooms and bridge barriers of distance, time and language, to better engage parents and communities, especially nonEnglish-speaking parents and parents of young children ages 0-8.
- Second year, Middle Leaders Program. 64 participants representing 7 school districts. Annual program focuses on team-building, leading change, creating positive work environments, and dealing with difficult people to build management and leadership capacities for certificated and classified employees in the Fresno region
- New project with Harvard Graduate School of Education. Building Coherence for Instructional Improvement (BCII) Project, and the Clovis East area of Clovis Unified. Pilot project will extend to other districts in subsequent years. BCII is designed to engage school/district leadership teams in professional development over two years, focusing on the school's unique Problem of Practice around implementation of Common Core State Standards.

- Hosted two-day training for national experts on Professional Learning Communities, 520 participants.
- Hosted one-day event in May, Navigating the Common Core: Standards-Driven Instruction, Formative Assessment, Intervention and Enrichment for 85 attendees.

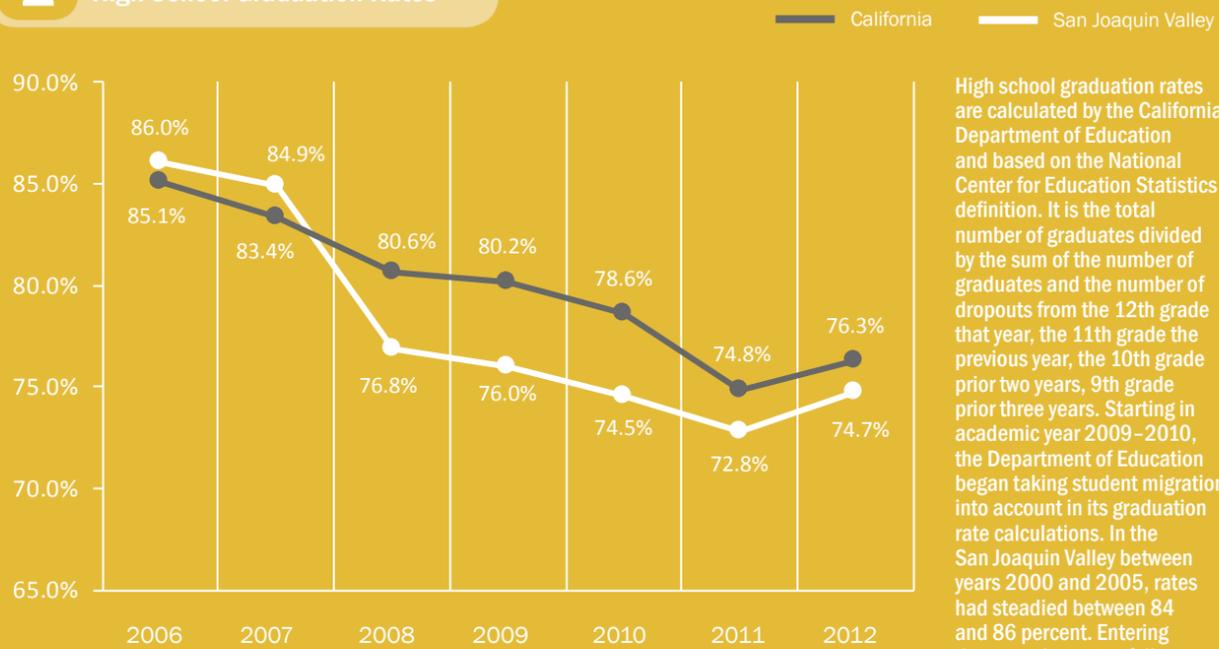
Fresno Compact, a community partnership bridging business and education sectors in the Fresno area, has made significant progress with its Fresno Strive project, a "cradle to career" initiative that builds community-based support for children and their families, to ensure academic success leading to college and career-readiness. Fresno Strive published its second Annual Report (see <http://fresnocompact.com/strive.html>) reporting on the data and actions taken by its six action teams.

State Center Consortium and partners held the first Central Valley Career Technical Education Conference for 160 attendees. In the spring, State Center Consortium along with multiple valley agencies and school districts submitted proposals for California Careers Pathways Trust grants. Awardees in the region include partnerships lead by: Paramount Agriculture Career Academy (PACA), Tulare County Office of Education, Madera Unified School District, and Mariposa County Unified School District. These projects will expand career education opportunities for students in school districts across the San Joaquin Valley region.

Each county office of education in the region continues to network and provide significant support to school districts. CVELI has been engaged with each as much as possible to ensure seamless and collaborative outcomes.

As an educational leadership institute, CVELI continues to identify exemplars and resources to address the challenges of area educational leaders, and values the continued support of individuals and organizations working in partnership for the benefit of the Valley. Working together, students will receive the best opportunities to ensure they are ready for life's challenges, college and careers.

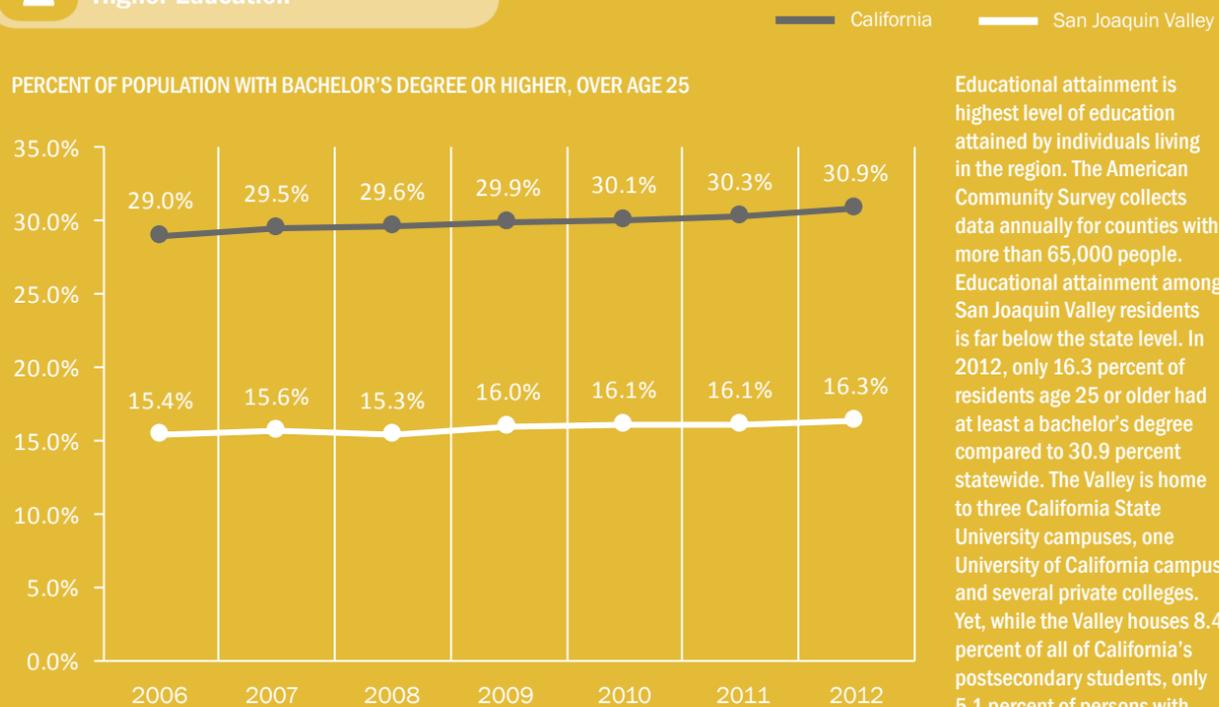
High School Graduation Rates



Source: California Department of Education, Education Demographic Office

High school graduation rates are calculated by the California Department of Education and based on the National Center for Education Statistics definition. It is the total number of graduates divided by the sum of the number of graduates and the number of dropouts from the 12th grade that year, the 11th grade the previous year, the 10th grade prior two years, 9th grade prior three years. Starting in academic year 2009-2010, the Department of Education began taking student migration into account in its graduation rate calculations. In the San Joaquin Valley between years 2000 and 2005, rates had steadied between 84 and 86 percent. Entering the recession, rates fell dramatically, falling below 75 percent in 2009-2010. Valley graduation rates have been improving since, rising to nearly 79 percent during academic year 2012-2013.

Higher Education



Source: American Community Survey

Educational attainment is highest level of education attained by individuals living in the region. The American Community Survey collects data annually for counties with more than 65,000 people. Educational attainment among San Joaquin Valley residents is far below the state level. In 2012, only 16.3 percent of residents age 25 or older had at least a bachelor's degree compared to 30.9 percent statewide. The Valley is home to three California State University campuses, one University of California campus and several private colleges. Yet, while the Valley houses 8.4 percent of all of California's postsecondary students, only 5.1 percent of persons with at least a bachelor's degree live in the Valley. Meaning, many graduates are leaving the Valley.

Higher Education & Workforce Development

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

Higher Education

Central Valley Higher Education Consortium Fresno State

Barbara Hioco, Executive Director

Year-In-Review

Central Valley Higher Education Consortium (CVHEC) is a nonprofit public benefit 501c3 corporation, intended to inform, engage and sustain efforts to promote higher education solutions. CVHEC is supported by membership dues and community and advocacy partners. All members are college and university CEOs committed to pursuing regional initiatives that focus on better servicing students, from access to completion.

CVHEC worked with K-12 schools to address Common Core Standards and hosted a series of regional meetings with K-12 and higher education leaders. Major areas addressed in these discussions include the disparity between college-going rates and graduation rates in Central California compared with the rest of the state, and the move toward Common Core Standards.

CVHEC worked with the Campaign for College Opportunity to host a Listening Tour in Fresno. All sectors of the community were invited and included nonprofit, philanthropy, business, K-12, higher education, and community leaders. Following is an outcome of the facilitated discussions:

Access and Completion

Expand A-G Eligibility. More of California's students must be eligible to apply directly to the state's four-year public universities from high school. (A-G Eligibility refers to subject requirements represented by the 15 minimum academic preparatory courses that college freshman must have to be eligible for college admission.)

Common Core Alignment. High schools and colleges must be working in an official coordinated capacity to ensure implementation of Common Core meets the

"college-ready" definition at the postsecondary level. Otherwise, misalignment will lead to continued issues of underprepared students.

Reduce Remediation. Too many California students are deemed in need of remediation when they set foot on a college campus. More must be done to accelerate the remediation process; and schools must do a better job of assessing students beyond just using test scores.

Expand Capacity. California's public four-year universities need more available spots; this could be accomplished if institutions do a better job of getting more students to graduate and in a timely fashion.

Accountability

Establish a strong coordinating authority. A higher education coordinating authority should collect, analyze and publicize the performance of California's colleges and universities.

Focus on Completion. State funding could be used to support improved student success and completion. A blended formula that funds colleges for the students they serve and for their progress toward completion. Ultimate completion would put completion more on par with access.

Affordability

Expand Financial Aid. Expand financial aid for community college students so that a total award package not only includes the costs of tuition and fees but also costs of living, including housing, transportation and books. This would be consistent with the way CSU and UC students are awarded aid.

Prioritize Aid. Provide limited financial aid dollars to students who articulate higher education goals and progress toward completion.

The Central California Community Colleges Committed to Change (C6) Consortium, which comprises a subset of 13 community colleges from CVHEC members, continues to be united in addressing community college gaps in preparing

CONTINUED ON PAGE 58

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students for the workforce. The C6 Consortium identified college readiness as a top priority and as a result of funding support from California Education Policy Fund (CEPF) has invested in building statewide standards and accountability.

The C6 Consortium has completed the pilot of innovative approaches to educational policy reform efforts, focused on college-readiness with funding made available by CEPF. Assessment/placement is the first priority; pilot policy reform efforts will focus on interrelated educational areas, using action-oriented advocacy as a comprehensive strategy to policymaking. CVHEC is working on a streamlined assessment system in an effort to revolutionize testing for students in the Central Valley region.

Workforce Development

Central California Workforce Collaborative

Blake Konczal, Executive Director
Fresno Regional Workforce Investment Board

Year-In-Review

Central California Workforce Collaborative (CCWC) is a partnership between the workforce investment boards (WIBs) for San Joaquin County, Stanislaus Alliance, Merced County, Mother Lode Consortium, Madera County, Fresno Regional, Tulare County, Kings County, and Kern/Inyo/Mono counties.

CCWC continued its collaboration with California Central Valley Economic Development Corporations and California Community Colleges Central Region Consortium.

Central California Workforce Readiness Certificate was maintained by CCWC and its many partners. Executive Pulse continued to be used as a business tracking system by multiple WIBs.

CCWC secured a California Workforce Investment Board Slingshot planning grant that will fund a Poverty Amidst Plenty project. This project aims to use an extensive network of community colleges, community action agencies, economic development corporations, municipal/county jurisdictions, community-based organizations and industry leaders, to further examine local poverty rates. Issues such as high youth unemployment, the need for increased job opportunities for veterans, and a skills mismatch between the

In June 2014, CVHEC hosted a College NEXT! Boot Camp at Fresno State; 75 high school students from 11 high schools. They received training on how to become an active participant in their college-going goals and as college-going advocates.

CVHEC has created a new strategic plan that includes these goals:

- Strengthen and promote a collective regional voice that advocates for higher education in the Central Valley
- Continually reinforce and nurture a college-going culture in the Central Valley
- Lead efforts to improve student success and completion of post-secondary education goals
- Develop new partnerships and leverage existing relationships to support CVHEC goals

workforce needs of businesses and lack of skills of job seekers will be examined; a solution plan will be crafted.

Five partner CCWC WIBs, in conjunction with community action agencies, building trades councils and community colleges including West Hills Community College, were awarded a Proposition 39 Pre-Apprenticeship Support, Training and Placement grant. Funds will provide green energy and solar installation training in conjunction with a multicraft pre-apprenticeship program which will further expand job opportunities for trainees. The grant will facilitate the replication of best practices among all CCWC WIBs.

Stanislaus Alliance acted as fiscal agent for the Valley-wide Back-to-Work National Emergency Grant which provides job training resources for the unemployed to receive training in these industry sectors: agriculture, energy, health and wellness, logistics, manufacturing, water technology and public sector infrastructure.

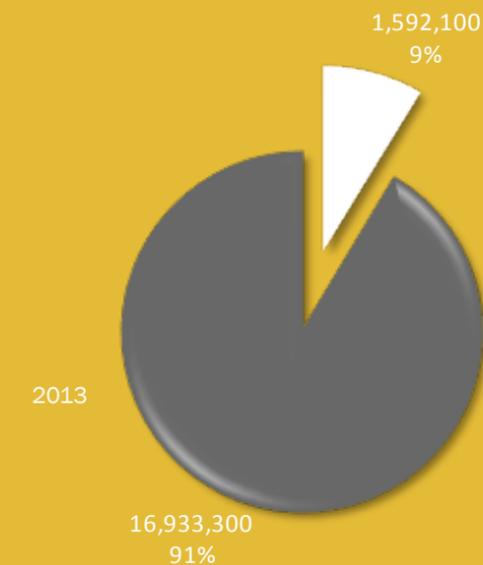
Fresno Regional Workforce Investment Board (FRWIB) acted as fiscal agent and led implementation of a California Additional Assistance grant to fund multicraft, pre-apprentice training for public infrastructure projects including high speed rail. This training supports FRWIB's recommended national targeted hiring policy, which was adopted by the California High-Speed Rail Authority. The policy requires 30% of all work hours be performed by residents in areas of high poverty and 10% of all work hours be performed by disadvantaged workers who face barriers to employment.

Workforce Investment Board of Tulare County acted as fiscal agent for the Promotores Training Grant which supported the Community Health Worker Training Program at Fresno State.

Employment

NUMBER OF PEOPLE EMPLOYED

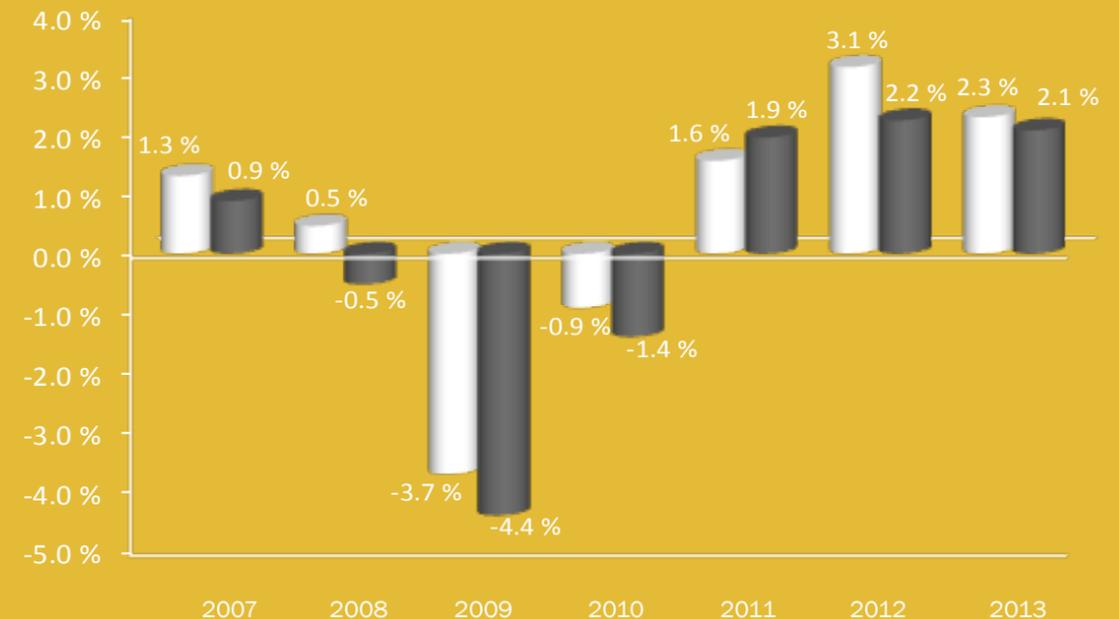
Year	San Joaquin Valley	California
2007	1,550,000	16,970,200
2008	1,557,200	16,883,400
2009	1,499,500	16,141,500
2010	1,485,900	15,916,300
2011	1,509,100	16,226,600
2012	1,556,400	16,589,700
2013	1,592,100	16,933,300



*Employment includes all individuals who worked at least one hour for a wage or salary, were self-employed, or were working 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 on vacation, on other kinds of leave, or involved in a labor dispute.

Employment* is the primary indicator of the economic situation of workers living in the San Joaquin Valley. Before the recession, employment growth in the Valley outpaced state growth every year from 2001 to 2008. The recession, 2008-2010, had a lesser impact on employment in the Valley than in California as a whole. The recession was severe, costing the Valley 4.6 percent of its employment; though it was not as severe as the state, which lost 6.2 percent of employment. After 2011, the Valley continued employment growth at a faster rate than the state, as before the recession.

ANNUAL PERCENT CHANGE



Source: California Employment Development Department, Labor Market Information Division



Nimbus Dam on American River, near Folsom

Spotlight

Investing in Manufacturing Communities Partnership

The Investing in Manufacturing Communities Partnership (IMCP) is a federal initiative launched in April 2013 to accelerate the resurgence of manufacturing and help cultivate environments for businesses to create well-paying jobs in regions across the country.

In September 2013, the U.S. Department of Commerce and U.S. Department of Agriculture along with the U.S. Environmental Protection Agency and U.S. Small Business Administration, selected the winning regions of the first funding phase of IMCP. The San Joaquin Valley was among the inaugural 44 regions awarded to develop plans to strengthen specific industries through: 1- workforce training, 2- specialized research, 3- strengthened supply chains, 4- improved transportation and energy infrastructure, 5- export promotion, and 6- better access to capital.

The California Partnership for the San Joaquin Valley (Partnership) was awarded a \$178,750 IMCP grant to facilitate the development of an implementation-ready strategy that will strengthen the manufacturing ecosystem in the eight-county San Joaquin Valley (Valley). The grant funded a three-stage process that will ultimately produce the San Joaquin Valley Agricultural Manufacturing Investment Strategy and Sustainability Plan. This will position the region for future investments to enable the implementation and seed funding of manufacturing priorities identified by employers.

The first stage of the project generated a detailed assessment of the Valley's existing manufacturing ecosystem, with opportunities and requirements for growth identified through both quantitative and qualitative research and analysis. The assessment was shared with employers and community partners prior to the second stage, in which meetings were conducted to provide context to facilitate discussions.

The project's second stage consisted of subregional meetings conducted with employers to collectively identify growth opportunities, requirements, and regional manufacturing priorities that will be featured in the project's regional implementation-ready strategy. Community partners participated in these meetings, allowing employers to direct the course of the discussions and be available to answer questions.

Meetings were conducted in Fresno, Kern, Madera, Merced, Stanislaus, and Tulare counties to ensure input was geographically representative of the entire Valley. Priorities emerging from these discussions include but are not limited to: development of a skilled and prepared talent pool, enhancement of

existing infrastructure, deployment and adoption of innovative technologies, and expeditious permitting and licensing.

The third stage is a culmination of the first and second.

An implementation-ready strategy was developed which articulates employer input. The strategy will identify growth opportunities, requirements, and priorities defined by the region's agricultural manufacturing employers; outline areas of investment that will advance the regional manufacturing ecosystem; and define the ongoing collaboration between employers and community partners, including the leveraging of resources, to implement sustainable manufacturing priorities in the Valley.

Lead Partners

- Partnership Secretariat- Office of Community and Economic Development at Fresno State
- California State University, Fresno Foundation (fiscal agent)

Project Partners

- Central California Workforce Collaborative
- Central Valley Economic Development Corporation
- Collaborative Economics
- Kern Community College District*
- Merced College*
- San Joaquin Valley Clean Energy Organization

**On behalf of the California Community College's Central/Mother Lode Region Consortium*





kudos

Growth Strategy: Match High-Paying Tech Jobs with Affordable Living San Joaquin Partnership San Joaquin County

GreaterSiliconValley.com is a strategy to match high-paying technology jobs with affordable family living in San Joaquin County.

Each day, more than 60,000 talented workers commute from the San Joaquin Valley through the Altamont Pass – whether by automobile, car and van pools, the ACE train, or bus - to higher paying jobs in the Silicon Valley.

Escalating real estate prices have forced individuals and families to move eastward out of the Silicon Valley and Bay Area in search of affordable housing. Employers have not followed suit with investments to make San Joaquin County “the suburbs of the Silicon Valley.” Without a new strategy to attract jobs that reduce commuting, this trend will likely continue.

Rather than create another Silicon Valley or continue the mixed results of marketing affordability, in May 2013 the San Joaquin Partnership and San Joaquin County joined together in a rebranding campaign to suggest

that rapidly growing companies make expansion decisions that consider San Joaquin County the “Greater Silicon Valley.”

This campaign has two goals. First, attract expanding companies with commuting employees (e.g., Tesla, Google Barge, Amazon) to locate expansion investments in San Joaquin County. Second, expose San Joaquin startups to mentoring, funding, and talent attraction resources in the Silicon Valley. Greater Silicon Valley formed a partnership and a co-work space in Silicon Valley with TiE (svtie.org) which supports the mentoring of San Joaquin startups and allows the “Greater Silicon Valley” to be marketed at events and conferences.

The website, www.greatersiliconvalley.com, serves as the central hub for connections to social media sites and information.

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.

California Central Valley Economic Development Corporation

Jennifer Faughn, President
Strategy One

Year-In-Review

California Central Valley Economic Development Corporation (CCVEDC) was formed by the professional economic development organizations serving the counties of California’s Central Valley. Together with Valley-wide partners, CCVEDC has cooperated and collaborated to present Central California as a highly desirable location for expanding companies seeking the advantages of an environment that is rapidly growing and rich in resources.

CCVEDC continued to implement its marketing outreach program “Central California...Center Yourself,” which is designed to provide a competitive marketing advantage by taking its message on the road for face-to-face contact with businesses and site selectors.

CCVEDC has provided regional leadership through meetings with legislators to discuss San Joaquin Valley issues and priorities, and, by continuing the effort to obtain an Economic Development District for the region.

The Central Valley historically has high unemployment, and it experiences tremendous competition for new business development both statewide and nationally.

The regional collaboration of the eight counties focuses on various “cluster” industries that have great potential in the San Joaquin Valley (Valley) including food processing, agricultural technologies and biotechnologies, manufacturing, supply chain management and logistics, health and medical care, and renewable energy.

The entire region works together to market its “Central California...Center Yourself” brand through national meetings with site selectors, trade shows,

its website and a vibrant marketing plan. CCVEDC contacts 500 brokers per quarter and 2,000 businesses per year, which generated in 2012-2013 meetings with 125 site selectors in national markets and 381 face-to-face business contacts from trade shows and events. Results of these efforts are: 35 regionwide proposals produced for companies looking into a location, several site tours by companies looking for a location; and 405 new industrial-based jobs.

CCVEDC maintains and updates regional information addressing cluster-oriented site selection which is used as marketing collateral including cluster industry information such as data, businesses and wages; real estate updates including annual statistical review of the market and new deals; state-of-the-art trade show booth; incentives guide; large building availability list; and maps.

CCVEDC staff attended the WestPack trade show in Anaheim this year as well as events for American Industrial Relators and Society for Office and Industrial Realtor, Northern California Chapter. Fifty new jobs created at an auto auction company in Stockton is one of many trade show successes.

CCVEDC participates in broker trade missions nationwide and has met with more than 160 site selection professionals at brokerage firms in Southern California, Houston, the Bay Area, Sacramento, and Atlanta. Each mission is to discuss the value of doing business in Central California, with site selectors, brokers and tenant representatives. The most recent mission in Atlanta netted 250 new jobs and two locations for the Central Valley, including a cheese processor and building materials distributor.

CCVEDC’s website is targeted toward first site selection by potential companies. It provides valuable and comprehensive demographic information and news on each of the industry clusters. In addition to having a searchable real estate database, the website provides businesses with information necessary for site selection. “One Region ... One

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Phone Number” continues to be the most noteworthy component of the regional economic development plan. When a prospective site selector calls 888-998-2345 for information, they gain access to the Central Valley’s eight economic development corporations for sites, information and solutions.

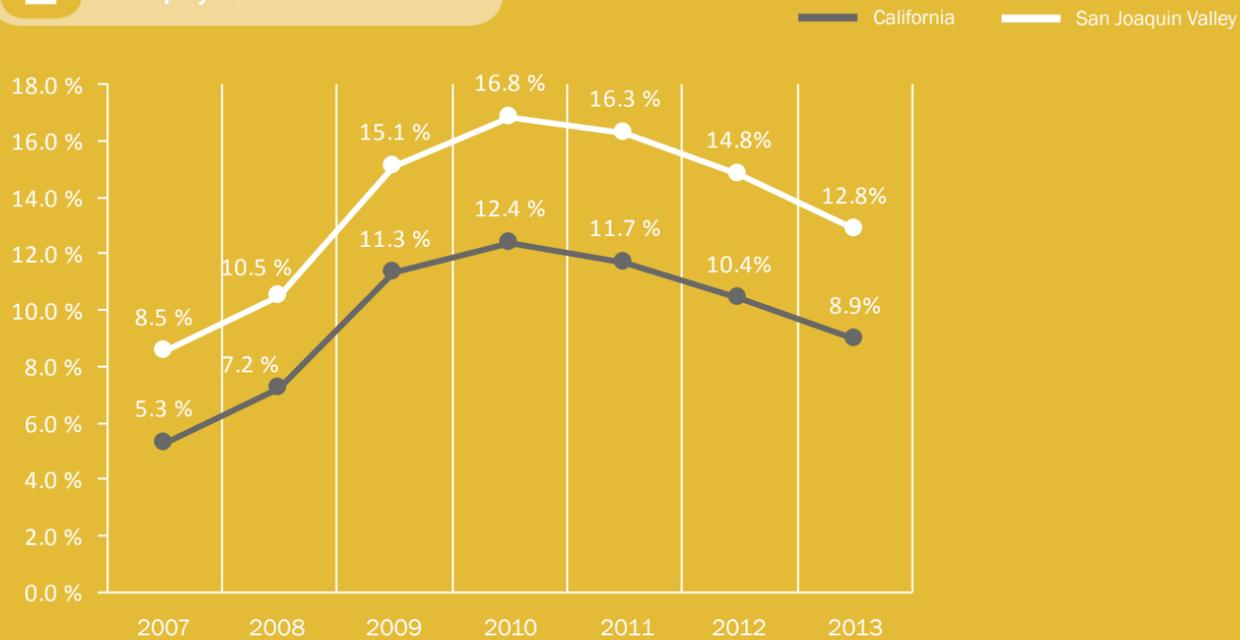
CCVEDC has been able to run a cost-effective marketing program using its limited funds with maximum success. Each of the counties, along with PG&E, contributes \$11,000 to the marketing effort for a total budget of \$99,000. Comparing the results to the amount spent on marketing over three years (\$297,000) to the new income (\$168,903,900),

the result is 568 new dollars for every dollar spent. CCVEDC continues to work with legislators on economic development priorities in the Valley as the state discontinues locational advantages like the Enterprise Zones and Redevelopment Areas. CCVEDC is working with the U.S. Economic Development Administration to designate the eight-county region as an Economic Development District - this will provide funding to regional projects and underserved areas.

Left column: Firebaugh Community Garden (Felipe Perez Perez); Lindsay City Hall (Mike Dozier); Downtown Porterville (Tulare County Association of Governments). Right column: Turlock City Hall, Downtown Lindsay, Downtown Visalia (Tulare County Association of Governments).



Unemployment



Source: California Employment Development Department, Labor Market Information Division

Unemployment is estimated number of people actively seeking work, not working at least one hour per week for pay, and not self-employed. The unemployment rate is unemployment as a percentage of the total labor force (unemployment plus employment). 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. The San Joaquin Valley unemployment rate remained much higher than the state through the past recession, rising dramatically after 2006 and reaching nearly 17 percent by 2010. The economic recovery is slowly chipping away at the unemployment rate, which fell to 12.8 percent by 2013. Differential between state and the Valley unemployment rates increased during the recession to 4.6 percentage points; this reduced, however, to 3.9 points in 2013. Increasing unemployment is primarily due to an increase in unemployed persons in the Valley. Employment also has been increasing; change in employment, however, is not reflected as prominently in the unemployment rate as change in unemployment.

GIBSON FARM MARKET

The Rural Development Center has provided assistance to two Valley tribes, eight rural special districts, 11 rural nonprofits, and 17 rural cities.

fresno state partners

The Office of Community and Economic Development (OCED) at Fresno state, Secretariat of the Partnership, is an on-campus division dedicated to aligning the university's intellectual capacity and innovation-driven economic development initiatives to improve the competitiveness and prosperity of the region. It does so through a variety of ways including: economic development innovations, community development, and connecting the University and the community. In doing so, OCED is able to leverage the Partnership for greater regional benefit.



Cary Edmondson/University Communications, Fresno State

San Joaquin Valley Rural Development Center

San Joaquin Valley Rural Development Center (RDC) is the Partnership's liaison to the region's small cities and unincorporated communities. Administration includes the director, with two project managers and the finance director, which are provided through the Office of Community and Economic Development (OCED). RDC executes various grant activities and service agreements and has more than 40 consortium partners that provide time, resources, and expertise to the advancement of rural communities in the region.

RDC coordinates provision of technical assistance from consortium partners to rural communities. During 2013-2014, RDC provided technical assistance to two tribes, eight rural special districts, 11 rural nonprofits, 17 rural cities. RDC participated in more than 170 community events throughout the region and promoted its services on Valley Life, KMPH Fox 26. The segment is accessible at <http://vimeo.com/77515583>.

RDC and Small Communities Network (SCN) have partnered to deliver eight training sessions to rural communities in the Valley. Topics covered are grant writing, small business development, geographic information systems, and innovative finance tools for community development.

SCN is designed to bring together representatives from rural communities throughout the Valley; facilitates quarterly regional workshops or webinar trainings, and weekly informational emails to its members; and serves as an optimal medium for distributing information about available RDC services to the region's rural communities.

To sustain its activities, RDC relies on various sources of funding including federal, state, and foundation grants, which comprise most of its operational funding. A growing portion of the RDC operating budget is being generated by service agreement revenue.

U.S. Department of Agriculture, Rural Community Development Initiative
Pathways to Rural Economic Progress-San Joaquin Valley
(Oct 1 2014 - Sep 30 2017)

RDC: \$75,000, 36 months. Collaboration with California Coalition for Rural Housing. Project consists of delivering economic development and housing capacity-building and technical assistance activities to six rural cities, six rural nonprofit organizations, and two federally recognized tribes in the San Joaquin Valley.

U.S. Department of Agriculture, Rural Business Enterprise Grant
Orange Cove Emerging Small Businesses
(Aug 7 2014 - Aug 6 2015)

RDC: \$50,000. Allows RDC to deliver technology integration training to five small business owners and entrepreneurs in rural City of Orange Cove; build capacity of local chamber of commerce; assist in development of "Buy Local" campaign; and placement of signage along tourist corridors to promote local businesses.

U.S. Department of Agriculture, Rural Business Enterprise Grant
San Joaquin Emerging Online
(Aug 16 2013 - Aug 15 2014)

RDC: \$40,000. Allows RDC to deliver technology integration training to 4 small business owners and entrepreneurs in the rural city of San Joaquin. Training topics included e-commerce, website development, social media, Quickbooks, e-business marketing, financial assistance and cottage food operation. Each project participant was issued a secure, state-of-the-art, and stylish swivel Square Stand, complete with an iPad Air, software and hardware for point-of-sale transactions. Training will be completed August 2014.

U.S. Department of Agriculture, Rural Community Development Initiative
Pathways to Rural Economic Progress - San Joaquin Valley
(Oct 1 2011 - Sep 30 2014)

RDC: \$75,000, 36 months. Project is three phases and consists of delivering economic development and housing capacity-building technical assistance to representatives of 16 rural recipient communities. Activities in 2013-2014 include the facilitation of a community-based economic development strategy for the City of Orange Cove; business surveys and analysis for three rural communities; financial management technical assistance for the City of Parlier; sponsorship of Tools for Business Success online platform for three rural businesses; strategic planning with the George Washington Carver Center in South Dos Palos; and sponsorship of representatives from five rural communities to participate in an Introduction to Economic Development Certificate Program at Fresno State.

California Public Utilities Commission

San Joaquin Valley Regional Broadband Consortium
(Jan 1 2012 - Dec 31 2014)
OCED: \$450,000, 36 months. OCED administers San Joaquin Valley Regional Broadband Consortium which includes expanding broadband coverage and adoption in the region's rural communities.

California Emerging Technology Fund

San Joaquin Valley Get Connected! Grant
(Jul 1 2013 - Jun 30 2016)
OCED: \$600,000, 36 months. RDC coordinated the delivery of more than 190 digital literacy training workshops to approximately 1,800 residents in the region; successfully facilitated broadband subscriptions for more than 1,200 residents in communities with low levels of adoption, particularly rural areas; and participated in a Radio Bilingüe (91.5 FM) broadcast to provide information on broadband access in rural communities.

UC Merced Small Business Development Center Regional Network

Fresno State Small Business Development Center
(January - December, annually)
OCED: \$36,154. RDC provides technical assistance to entrepreneurs and small business owners, particularly in the region's rural communities, in the areas of business planning, technology integration, marketing, and financial administration.

RDC Service Agreements

More than \$187,000 in revenue generated since Nov 2011; services include grant writing, economic development strategies, digital literacy training.

Income generated in fiscal year 2013-2014:

	Digital Literacy Training
\$30,000	Reef-Sunset Unified School District
\$15,000	Coalinga-Huron Unified School District
\$15,000	Youth Centers of America
\$3,850	Great Valley Center
	Economic Development Strategy
\$35,000	City of Orange Cove
	Financial Services Technical Assistance
\$7,500	City of Parlier
	Grant Writing
\$1,000	Various clients
\$107,350	Total



City of Tracy Downtown Plaza/Blueprint Awards Winner

Courtesy Fresno Councils of Government

Community & Regional Planning Center

The Office of Community and Economic Development at Fresno State, in partnership with the College of Social Sciences Department of Geography and Planning, operates the Community and Regional Planning Center (CRPC). CRPC acts as a resource hub between OCED and its regional initiatives, the College of Social Sciences, and the community.

CRPC links technical assistance providers to San Joaquin Valley communities and serves as an information hub and resource for planning-related knowledge and research, peer learning networks, and expertise, all through partner collaboration. The CRPC also serves as the umbrella for several long-term OCED projects and initiatives, which includes San Joaquin Valley Blueprint Planners' Toolkit and San Joaquin Valley Regional Broadband Consortium.

A few CRPC accomplishments for fiscal year 2013-2014 are reported below:

Urban and Regional Transformation Cohort at Fresno State

The Urban and Regional Transformation (URT) cohort at California State University, Fresno is a diverse group of faculty members who work as a team to develop research and strategies that support urban and regional transformation in the San Joaquin Valley and beyond. The CRPC organized and managed URT Cohort meetings and events on behalf of the University. The Cohort met regularly over the year and held symposiums that discussed issues and solutions related to transportation, planning, and housing in the Valley.

Master's Degree in City and Regional Planning Steering Committee

CRPC staff is on a committee that is tasked with establishing a Master's Degree in City and Regional Planning at Fresno State. The committee meets on a weekly basis and is identifying the necessary steps to begin the program. CRPC staff helped connect the University with local planners in an attempt to create a program that meets the planning needs of the Valley.

Valley Planners Network

CRPC has a reoccurring item on the Valley Planners Network agenda. At each meeting, CRPC staff updates government planners on the CRPC's activities, including progress on the Master's degree program, the status of the Blueprint Planner's toolkit and our other projects and initiatives.

Blueprint Planners Toolkit

CRPC continues to manage the Blueprint Planners Toolkit, which is an online educational guide and reference source for communities who want to translate smart growth principles into action. During this fiscal year, the CRPC added additional tools and templates to the Toolkit.

Technical Assistance for Local Communities

CRPC had the opportunity to help conduct GIS training for the Tule River Indian Tribe. With the assistance of Fresno State faculty, the CRPC held a one day introductory GIS course for the Tule River Indian Tribe. The Tribe plans to use GIS software to help map important resources in their community.

A CRPC priority for the coming year is to secure funding for regional planning efforts through grants and service contracts. The CRPC will also continue to engage University staff and planners throughout the Valley to gain a deeper understanding of planning needs and potential services it can provide moving forward.



Courtesy UC-Merced SBDC Regional Network

University of California, Merced



University of California, Merced Small Business Development Center Regional Network

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

The UCM-SBDC Network of host institutions is California State University, Fresno-Small Business Development Center (Fresno State-SBDC), California State University, Bakersfield-Small Business Development Center (CSUB-SBDC), California State University Monterey Bay (CSUMB-SBDC), Cal Poly SBDC for Innovation, and The Alliance in Stanislaus County-Small Business Development Center (Alliance SBDC). The UCM-SBDC mission is to provide entrepreneurs and small businesses with high-quality education, consulting, support for innovation, access to information and tools necessary to build successful sustainable businesses.

UCM-SBDC experienced another strong year with an increase in job creation and job retention among its clients. Because of the innovative network, strong partnership and community support, the network helped to create 549 jobs with 182 jobs saved. In addition, we provided assistance to 1,634 clients; started 103 businesses; and catalyzed an additional capital infusion of \$23,635,295.

UCM-SBDC continues its push to achieve “technology” designation by integrating innovation and technology into the core services it offers its clients throughout the region. A strong partnership emerged in January 2013 with the Technology Commercialization Program (TCP) at the Fresno State Lyles Center for Innovation and Entrepreneurship. This partnership led to the TCP director being named as interim director of the Fresno State SBDC. The Lyles Center is assisting UCM-SBDC leadership in developing more programs and outreach activities focused on innovation, commercialization, technology transfer, and venture capital.

A “technology” designation will require UCM-SBDC Network host institutions to add core competency in the following areas: technology transfer/commercialization; research and development funding; intellectual property; technology networking/resource identification; and alternative financing.

Central California iHub

The California Innovation Hubs (iHubs) program seeks to enhance the state’s national and global competitiveness by stimulating partnerships, promoting economic development, and helping create new jobs around specific technology clusters. The statewide program is headed by the Governor’s Office for Business Development.

Sixteen iHubs comprise the program, including Central California iHub, which is to develop an ecosystem that supports entrepreneurship and embraces community building and job creation through innovation.

Central California iHub (formerly CalValley Tech iHub) is a collaborative network of universities, companies, entrepreneurs, and strategic service partners working together to promote long-term economic health and sustainable growth of the region. Leading partners in this effort are the Office of Community and Economic Development at Fresno State; Merced County; UC Merced; and the UC Merced Small Business Development Center Regional Network.

Emphasis of the Central California iHub is to foster innovation, commercialize new technologies, strengthen the Valley’s role in local and state economic development, and create new, innovation and technology-based, higher-paying employment for the region.

Efforts focus in the areas of water, energy agriculture, and renewable and energy-efficient technologies.

Central California iHub provides technical assistance in the areas of business acceleration and expansion, access to capital resources and connection to key partners in the region and throughout the state.

Innovators will benefit from the academic and research partnerships as well as connections to market and industry partners.

In January 2014, the leadership began a renewed effort to identify specific program activity and increase access to the branding and marketing message. The name change to Central California iHub encompasses a broader appeal, both nationally and internationally. Other efforts include updated graphics and linking more actively with the other 15 iHubs to share best practices and learn about innovative programs from other geographic regions of the state. Plans are materializing to host an innovative summit in 2015 highlighting opportunities and the process and resources to propel innovation in Central California.

Vision Statement

connect. collaborate. advocate.

The 2013-2014 Annual Report marks the Partnership's ninth year of operation. As you have already seen by now, there has been continual growth in collaboration, connection and advocacy for the San Joaquin Valley from the Partnership and its numerous partners. I can't adequately describe how gratifying it is to work with our Valley and state partners on projects and initiatives. It is obvious to me we are creating positive incremental impacts. This Annual Report allows us the opportunity to highlight those collaborations that all too often go unnoticed or unrecognized by the public at large. To steal a line from the public lexicon – "It's all good!"



I don't think it would come as a surprise to anyone if I wrote that regional collaboration is difficult. But it's difficult because we make it so. We make it so because many don't know any better. What might come as a slight surprise is that I think collaboration is essentially very easy and a classic "no brainer." It really is a matter of seeing the world as having abundance rather than scarcity. Perhaps there is no better example of abundance than the story of aluminum.

In his book *Abundance*, Peter H. Diamandis tells the seldom-heard history of aluminum, from Pliny the Elder (23AD to 79AD) to its current use today. In his book *Earth (Vol. XXXV)*, Pliny tells of a goldsmith who makes a plate for Roman Emperor Tiberius from a shiny new metal called aluminum. For his efforts, the goldsmith is beheaded because the Emperor thinks this scarce and precious metal will threaten and collapse the Roman economy. In the 1800s, Napoleon III has aluminum plates made to serve honored dinner guests. All others are served from simple gold plates.

Today, we know aluminum is not the scarcest metal but the most abundant; and its uses are commonplace. A roll of aluminum foil is not considered precious at all, unless you are looking for a makeshift TV antenna or a homemade window cover to protect a room from the sun's rays.

I argue that many of us see collaboration like aluminum - as a threat to a scarce resource rather than the abundant position that I believe it to be. The answers are staring us in the face; we just need to recognize them.

It may appear that collaborating, by sharing funding and a mission, with another person or organization takes away value. The truth is, it gives the person/organization more strength and potential for future funding that allows a better way to meet the mission at hand.

Each year, we find ourselves collaborating more in the Valley. This is a culture change. We may wake up one day and it seems that things happened overnight. In reality, culture changes take time and require patience and stubbornness of purpose. I can see these changes take place from my vantage point as the lead executive of the Partnership. I see firsthand the capacity-building among organizations, communities and individuals that I wrote about in the previous year's Annual Report. These are good signs; and the effort is, and will continue to be, rewarded. We just need to stay the course.

I would like to welcome those that have come on board in the past year as a partner, board member or collaborator. I would like to thank those that have been a part of the Partnership from the beginning or some point in between. Finally, I'd like to recognize and thank the Secretariat staff for their dedication and resolve to move the Valley forward. It truly is "all good!"


Mike Dozier
Lead Executive



Maldonado Park, Firebaugh/Felipe Perez Perez