



Board of Directors Meeting

Friday, March 20, 2015

10am-3pm

John W. Wells Youth Center

701 E. 5th Street

Madera, CA 93638

Meeting Contact

Mike Dozier, Executive Director

559-278-0721

Office of Community & Economic Development

5010 N Woodward Avenue M/S WC 142

Fresno CA 93740

AGENDA Friday, March 20, 2015			
Item		Page No.	
I.	Introductory Remarks		Mayor Ashley Swearengin
II.	Welcome California Partnership		Mayor Rob Poythress
III.	Recognition of Our Sponsors		Mike Dozier
IV.	Convene Meeting		Mayor Swearengin
V.	Oath of Office		Mayor Swearengin
VI.	Public and Board Comment		Board and Public
VII.	Consent Calendar <ul style="list-style-type: none"> • Minutes • Secretariat Report <ul style="list-style-type: none"> ○ Lead Executive Memo ○ Communications • SJV Rural Development Center • SJV Regional Broadband Consortium • San Joaquin Valley Housing Collaborative • Community & Regional Planning Center • SJV Regional Industry Clusters Initiative • Work Group Reports 	11-15 16-22 24 25-27 28 29 30-31 32	Mike Dozier
VIII.	UC Merced Expansion Effort <ul style="list-style-type: none"> • Vice Chancellor Michael Reese, Business & Administrative Services • UC Merced 2020 Project – Proposed Resolution <i>Action Required</i> 	46-47	Chancellor Dorothy Leland
IX.	Manufacturing Panel Discussion <ul style="list-style-type: none"> • Manufacturing in the Central Valley <ul style="list-style-type: none"> ○ Jennifer Carlson, Executive Director, Manufacturers Council of the Central Valley • Fresno Town Hall Meeting and Fresno Business Council <ul style="list-style-type: none"> ○ Mike Betts, President, Betts Company • Borga Steel Buildings & Components <ul style="list-style-type: none"> ○ Ron Heskett, President, Borga Steel Buildings & Components • Career Technical Education (CTE) <ul style="list-style-type: none"> ○ Lonnie Cornell, Associate Principal, Manufacturing Production & Green Technology Academy 	48-55	Moderator: Pat Gordon

AGENDA | Friday, March 20, 2015

	<ul style="list-style-type: none"> ○ Amanda Moore, Learning Director, Manufacturing Production & Green Technology Academy ● JBT Apprenticeship Model <ul style="list-style-type: none"> ○ Pat Gordon, Human Resource Manager, JBT FoodTech 		
X.	Lunch		
XI.	<p>California High-Speed Rail Authority Update</p> <ul style="list-style-type: none"> ● Tony Oliveira, Oliveira Advisory Services ● Panel Discussion: <ul style="list-style-type: none"> ○ Dan Richard, Chair, High-Speed Rail Authority ○ Tom Richards, Vice Chair, High-Speed Rail Authority ○ Diana Gomez, Central Valley Regional Director 		<p>Moderator: Lee Ann Eager</p>
XII.	Adjourn		



Robert L. Poythress, Mayor, City of Madera

A native of Madera, Robert Poythress is currently serving his third term in office. In 2012, he was elected as the first elected Mayor in the City of Madera through 2016. Council Members also serve as Board Members of the Successor Agency to the Former Madera Redevelopment Agency and Commissioners of the Housing Authority of the City of Madera. Poythress has been in the banking industry since 1979. He is currently Vice President and Manager of Citizen's Business Bank in Madera and a partner in Teco Hardware and Poythress Farms. Poythress presently serves and served on, Local Agency Formation Commission (LAFCO), Madera County Transportation Authority and Commission (MCTC), Madera County Economic Development Commission, Sherman Thomas Charter School Board of Directors, Madera Community Hospital Board of Directors, Madera County Local Child Care and Development Planning Council (LPC), Madera County Action Agency, Madera Chamber of Commerce, Madera-Ilam Sister City Corporation Board of Directors, Court Appointed Special Advocates (CASA), and Madera Kiwanis Club.



Dorothy Leland, UC Merced Chancellor

Dorothy Leland has served as chancellor of the University of California, Merced since 2011. She was president of Georgia College and State University from 2004 to 2011. Leland served in multiple positions at Florida Atlantic University from 1995 to 2004, including professor and vice president of the Boca Raton campus. She served in multiple positions at Purdue University from 1983 to 1995, including co-director of the doctoral program in philosophy and literature and assistant professor. Leland was appointed to the Partnership Board in June of 2013.



Michael Reese, Vice Chancellor Business and Administrative Services

As Vice Chancellor, Michael Reese oversees all business and administrative services for the University of California's Merced campus. The division's role is to support the instruction and research of the university while providing leadership in human resources, facilities management, campus and public safety, and design and construction. Reese is currently overseeing a new compensation strategy and a workforce planning initiative to guide the campus as it strives to meet its goal of serving 10,000 students by 2020. In 2000, Reese joined the University of California as an assistant vice president at the office of the President, where he served in a succession of different external relations and business operations roles before joining UC Merced. Prior, he had a varied career in journalism, government relations and politics, beginning with a 12-year career at Newsweek that included working as a New York-based national affairs writer, correspondent in San Francisco and Chicago, and a Los Angeles bureau chief with responsibility for coverage of 11 Western states. Reese is a former member of the board of directors for the Institute of Governmental Studies.



Jennifer Carlson, Manufacturers Council of the Central Valley

In 2012, Jennifer Carlson joined the Manufacturers Council of the Central Valley (MCCV) as its executive director. MCCV is a nonprofit organization that provides leadership and technical expertise for manufacturing interests in the San Joaquin Valley. Carlson coordinates the organization's response to air quality, water quality and use, regulations, transportation, land use, energy and workforce issues by drawing upon the technical expertise and leadership skills of MCCV members and provides policy makers with responsible and workable solutions. Prior to MCCV, Carlson served the Stanislaus County Board of Supervisors as a field representative. She currently serves on various boards and committees: California Partnership for the San Joaquin Valley (Advisory), Citizen's Advisory Group of Industry for the San Joaquin Valley Air Pollution District, Stanislaus Business Alliance Board of Directors, Stanislaus Partners in Education; Stanislaus Area Regional Advanced Manufacturing Committee, City of Modesto Capital Improvement Program Committee, and Modesto Chamber of Commerce Land Use and Transportation Committee.



Mike Betts, Betts Company

Mike Betts has been the President and CEO of Betts Company since 1995 and has held numerous positions in sales, marketing and leadership for 39 years within the company. Betts Company is comprised of three operating divisions; BettsHD, located in Fresno and Canfield, Ohio, that manufactures mud flap hangers and heavy truck and trailer fenders; Betts Spring Manufacturing, located in Fresno, provides coil and leaf springs and metal stampings; Betts Truck Parts & Services is a heavy duty parts distribution and service operation with eight locations in the western United States. Mike serves on several industry boards including Fresno Business Council and has a passion to help improve Career Technical Education (CTE) programs and increase options for youths and adults in the U.S.



Ron Heskett, Borga Steel Buildings and Components

Ron Heskett is the President and Owner of Borga Steel Buildings and Components located in Fowler, CA. Heskett has 26 years in leadership positions in the field of manufacturing. He has managed plants across the United States, Mexico and China. Heskett has lead the turnaround of eight manufacturing businesses. He was brought in by Prospect Capital to lead the turnaround of Borga in 2012 and eventually purchased the business in 2014.

Lonnie Cornell, Manufacturing Production and Green Technology Academy

Lonnie Cornell is an Associate Principal at Ceres High School. In previous years he served as the administrator overseeing the Manufacturing Production and Green Technology (MPGT) Academy. Before becoming an administrator, Lonnie was a social science teacher at Gustine Middle School and Denair High School.



Amanda Moore, Manufacturing Production and Green Technology Academy

Amanda Moore is an administrator at Ceres High School. In addition, she oversees 11th grade counseling and the Career Technical Education and the Manufacturing Production and Green Technology (MPGT) Academy. Previously, Moore was a social science teacher for the Academy and in recent years has served as the MPGT Academy Coordinator. These experiences have provided opportunities to interact with local manufacturers and build both partnerships and mentorships in the community in order to help prepare Ceres High students for college and careers.



Pat Gordon, JBT FoodTech

Since June 2007, Pat Gordon has been the Human Resource Manager for JBT FoodTech, Canning Division in Madera. Gordon's assignments with JBT began with a three year global assignment supervising both the JBT plant in Sint-Niklaas, Belgium and Madera. Along with the local Madera JBT plant, Gordon is concurrently the HR manager for JBT ICS in Gainesville, Georgia. JBT equipment sterilizes more than 50% of the world's food supply in addition the canning division is a world leader in In-container processing of shelf stable products. Gordon's 28 year history within Human Resource Management spans acute health care, retail, non-profit and manufacturing. It includes opening the San Joaquin Valley Rehabilitation Hospital and his appointment as the first Director of Human Resources and Legal Risk Manager for the Roman Catholic Diocese of Fresno. Gordon is a member of the Madera County Compact, California Partnership for the San Joaquin Valley, Madera County Workforce Investment Board, the Greater Madera Industrial Association and holds a lifetime certification as Senior Professional Human Resources.



Lee Ann Eager, Economic Development Corporation serving Fresno County

Since 2009, Lee Ann Eager has been president and chief executive officer for the Economic Development Corporation serving Fresno County. She was previously an attorney at Lang Richert and Patch from 2005 to 2009 and executive director at Rape Counseling Service of Fresno from 1988 to 2000.



Tony Oliveira, Oliveira Advisory Services

Tony Oliveira is the founder and CEO of Oliveira Advisory Services (OAS), a global advisory and research organization. OAS was formed in 2011 to inform and provide services for private, governmental agencies, and academic universities on the organizational structure of public pension funds and trend issues, in the global areas of agribusiness, health services and technology, infrastructure, public/private partnerships, food security, and climate economics. Currently, Oliveira is contributing to an economic impact study with Parsons Brinckerhoff in the Central California region for the California High-Speed Rail Authority. He has diversified expertise founded on over 20 years of government service as an elected official and appointee serving at the local, state, and national levels, matched by a portfolio of over 40 years of experience in the private sector.



Dan Richard, California High-Speed Rail Authority, Chair

Appointed by the Governor, Dan Richard of Piedmont, has been a principal of Dan Richard Advisors since 2010. He was managing partner and co-founder of Heritage Oak Capital Partners, an infrastructure finance firm, from 2007 to 2009 and was senior vice president of public policy and governmental relations at Pacific Gas and Electric Company from 1997 to 2006. Richard was an elected member of the San Francisco Bay Area Rapid Transit District from 1992 to 2004, where he served twice as president of the Board. During his time, Richard led efforts to secure \$4 billion in capital for system rehabilitation projects, the transit system's expansion to the San Francisco Airport and seismic retrofit programs. From 1986 to 1996, Richard was a principal at Morse, Richard, Weisenmiller & Associates and vice president of Independent Power Corporation from 1983 to 1986. He served as Governor Brown's deputy legal affairs secretary from 1982 to 1983 and deputy assistant for science and technology from 1978 to 1979. Prior, Richard was advisor to the chairman of the California Energy Commission from 1978 to 1982.



Thomas Richards, California High-Speed Rail Authority, Vice Chair

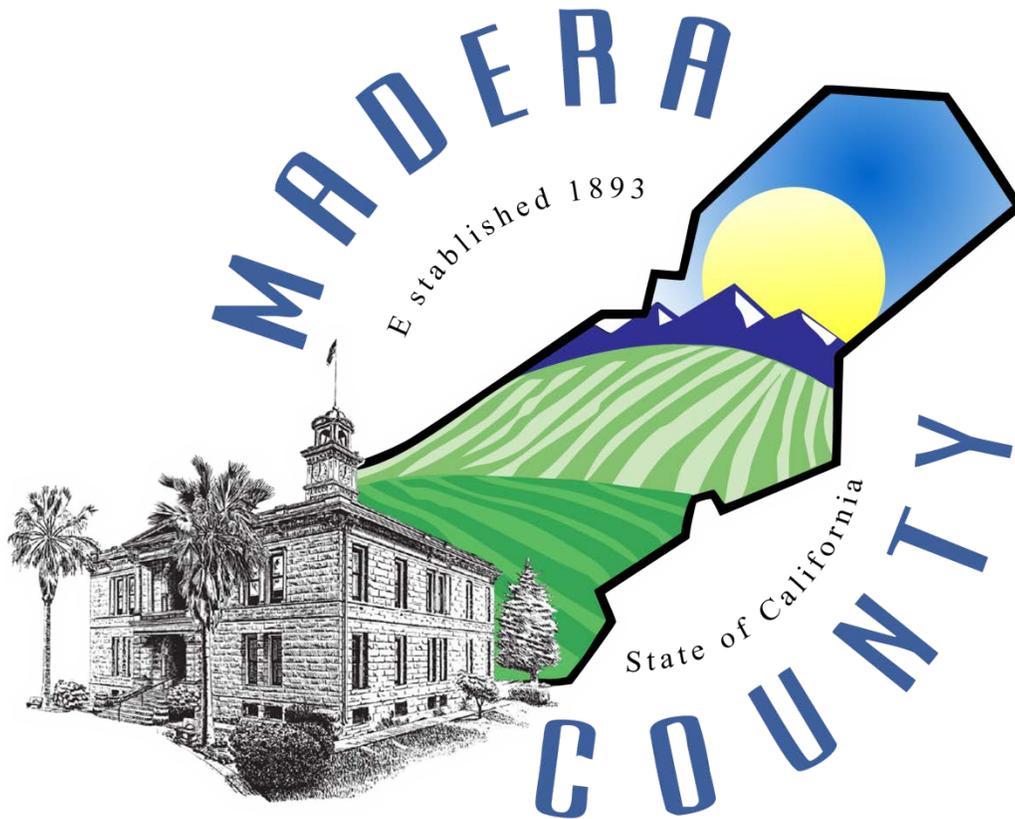
Appointed by the Governor, Thomas Richards is Chair and CEO of The Penstar Group, a Fresno-based real estate investment, development and construction company. Currently he works with local government leaders to address homelessness issues in both the City and County of Fresno. He chaired the Planning Council that prepared the 10 Year Plan to End Chronic Homelessness, sits on the Leadership Council for the same and chairs the Fresno Mayor's Fresno First Steps Home Initiative. Previously, Richards was a leader in an initiative to fund, develop and construct a hospitality home in support of families of patients at Community Regional Medical Center's Level 1 Trauma and Burn Center. The first phase of Terry's House, which includes 20 suites, completed in 2010 is named for his brother Terry Richards. Richards is a past member, director of the Business Advisory Council for Valley Public Television, the 21st District Agricultural Association and Fresno Unified School District's Measure K Oversight Committee. Currently, he is a board member of Fresno's Property Based Improvement District, Vice Chair of Fresno Chaffee Zoo Corporation and Chair of both the Fresno Regional Workforce Investment Board and Premier Valley Bank.



Diana Gomez, California High-Speed Rail Authority

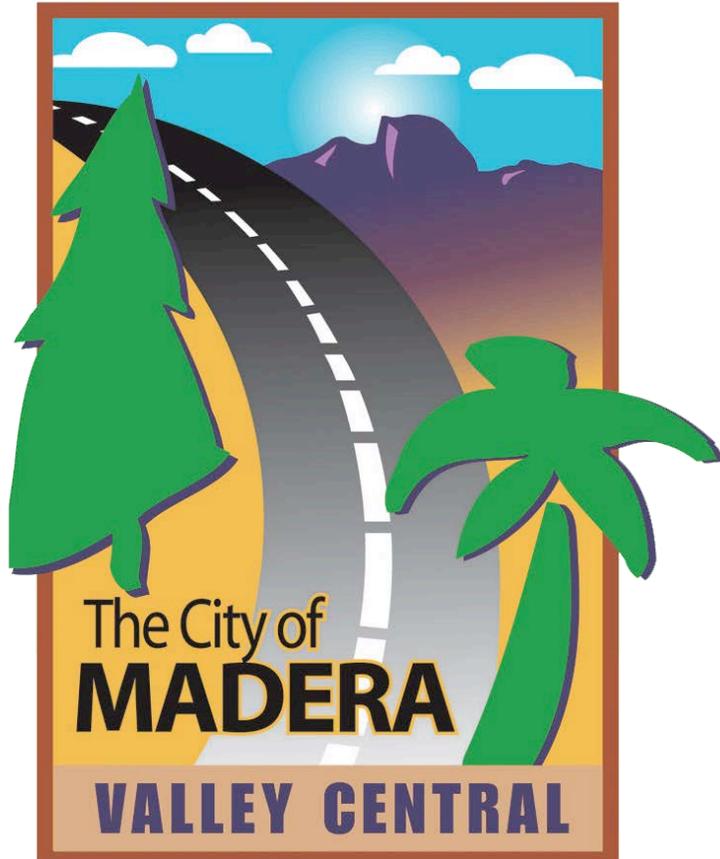
Diana Gomez is the Central Valley Regional Director for the California High-Speed Rail Authority. She has close to 25 years of experience in California transportation garnering wide experience in technical, managerial and communication areas. Most recently she was the Deputy Director of Operations for Caltrans District 7, which covers Los Angeles and Ventura Counties in Southern California. During her tenure at Caltrans, Gomez was also Chief of the Office of System Management Operations, Headquarters Division of Traffic Operations and a Senior Traffic Engineer with the Division of Traffic Operations for Caltrans District 6, headquartered in Fresno. At Caltrans, Gomez was involved in the implementation of QuickMap, which displays statewide traffic information, TMCal statewide software tool to track all activities associated with responding to incidents, and the consolidation of permit offices and reorganization of the Division of Traffic Operations in Los Angeles.

Thank You



Host

Thank You



Venue Sponsor

Thank You



**MID VALLEY
DISPOSAL**

Sponsor



Meeting of the Board of Directors

DRAFT

Friday, December 5, 2014 – 10am – 3pm

Manteca Transit Center
220 Moffat Boulevard
Manteca, CA 95336

MEETING MINUTES

I. Convene Meeting and Introductory Remarks

The meeting of the California Partnership for the San Joaquin Valley (Partnership) was called to order at 10:15 am by Chair Ashley Swearengin who welcomed Partnership Board members and guests to Manteca and the Manteca Transit Center.

Mayor Swearengin recognized Supervisor Steve Bestolarides who welcomed all to the area and to the Manteca Transit Center. The San Joaquin Council of Governments was instrumental in funding the Transit Center planning and construction through Measure K. It serves the commuters and community in the area.

Board Members present were: James Aleru, Steve Bestolarides, Judy Case McNairy, Vito Chiesa, DeeDee D'Adamo, Randy Dodd, Diana Dooley, Bryn Forhan, Andrew Genasci, Dr. Carole Goldsmith, Pat Gordon, Genoveva Islas, Paul Johnson, Blake Konczal, Luisa Medina, Michael Navarro, Joe Oliveira, David Orth, Billy Powell, Larry Powell, Karen Ross, Gary Serrato, Ashley Swearengin, James Tague.

Also present were Sharri Bender Ehlert representing Secretary Brian Kelly, Albert Rivas representing Jeffrey Beard and Jim Suennen from California Health & Human Services. Advisory Board members present were Diane Howerton, Glenda Humiston, Larry Martin and Robert Tse.

II. Recognition of Sponsors

Thanks again to Supervisor Steve Bestolarides for arranging for our meeting sponsors. The board recognizes and thanks our meeting sponsors: San Joaquin Council of Governments who sponsored the rental of the Manteca Transit Center, AG Spanos Company sponsored MSI Media Solutions and Grupe Commercial Company who sponsored the lunch.

III. Oath of Office

There were no new board members to swear in, but those whose terms end at the end of this month are being renewed and new appointees will most likely be sworn in at March 20, 2015, meeting in Madera County.

Corwin Harper has moved out of the area and Luisa Medina will now serve as Co-Deputy Chair of the Partnership Board.

IV. Public and Board Comment

Mayor Swearingin invited comments from the board and public, recognizing Steven Miller, the Deputy Director of Strategic Energy Innovations who spoke about a new effort: Core Sustainable Energy Roadmap.

Announcement from Genoveva Islas that a \$3 million grant was awarded to work in six target communities on racial economic health, working with Latino communities around healthy eating, active living and economic development.

Andrew Mendoza from Kaiser Permanente welcomed the Partnership Board and meeting attendees to San Joaquin County on behalf of Corwin Harper.

V. Consent Calendar

Mike Dozier presented the consent calendar and added that he has been elected to the post of president for the University Economic Development Association (UEDA).

Carole Goldsmith recognized the work of Ismael Herrera and wished to draw attention to the need to bring broadband out to the fields and is working with a number of Ag and Tech people to bring this project forward and to bring investor funding from the Silicon Valley. Dr. Goldsmith recognized and thanked OCED staff Marianne Collins King for her work with the project.

Mr. Dozier also recognized two OCED staff members who are now elected officials: Felipe Perez to Firebaugh City Council and Ismael Diaz Herrera, Trustee, Fresno County Board of Education District I.

The motion was made by Larry Powell to accept the consent calendar as published and was seconded by Bryn Forhan. The motion was approved.

VI. GreaterSiliconValley.com

Elena Reyes of the County Administrator's Office of County of San Joaquin made a presentation on "Greater Silicon Valley", a strategy to encourage expansion of the Silicon Valley to diversify the economy of the San Joaquin County. This PowerPoint presentation is available at the 4th Quarter Board Meeting webpage: <http://sivpartnership.org/event/4th-quarter-board-meeting-2014/>

Mayor Swearingin asked the speaker for feedback as to how Silicon Valley is responding to their brand and region being expanded. Ms. Reyes responded that it's been very positive and inviting with much cooperation between the two areas.

VII. 2014 Summit Follow-up

Staff presented feedback received from the Partnership's Annual Summit in September, and discussed the logistics for the 2015 Summit. Staff informed the Board that the State Summit will be held in November in the Inland Empire. In order to provide input, the regional forum needs to take place either March or June, and will double as the Partnership annual Summit. The Board identified areas of interest to be covered at the forum and in other 2015 Board meetings. It was determined that:

- 1) The annual forum will be held in June in place of the 2nd quarterly board meeting; and
- 2) The location decided on is Visalia.

Other input from the board included Robert Tse's discussion of the Broadband Rural Urban Connection Strategy (RUCS) model that allows using data. Mr. Tse believes this would be a great tool to use and adapt to local needs. Glenda Humiston added that RUCS is important also for economic development. Additional capability is being added to integrate ecosystem data. She believes it is essential to infrastructure work.

Carole Goldsmith requests that some specific problems be identified before a meeting with tangible work that will show at the meeting; to plan ahead of time to look at problems which could be taken to groups.

Pat Gordon would like to involve business more with education and convince students that there are excellent jobs within his county to highlight people who have achieved success throughout the area. Also to be explored is how to make the education system become more relevant to local business. More coordination of math programs between the different levels of schooling is needed as well as forming a partnership with the trades in the area to recruit people.

Tourism, hospitality and healthcare were also topics requested by the board as well as the need for high speed internet and broadband availability throughout the area.

Larry Powell suggested that there be a takeaway that can be implemented at a forum.

Mayor Swearingin described a need to further define our audience and determine the best way to get the business voice in the Valley and the necessity of getting business and government together in the room.

Blake Konczal discussed the fact that there needs to be an overarching theme to the conference that unites the details and gives a focus and unifies.

Several board members echoed the need to have both government and business represented at the meetings, and also engage the private sector more.

DeeDee D'Adamo expressed her passion about the group but is frustrated about what else the Partnership can be. She would like to have a sense of what the group can accomplish. She

suggests a focus of two or three big issues: Broadband, for instance, will impact every sector of the Valley.

Mayor Swearengin proposed that the Partnership tell the story of the San Joaquin Valley around California. Proper marketing and communications is needed to tell the story of the Valley without “government-speak.” Target a community to represent the Valley at each opportunity, picking a couple of signature Valley-wide initiatives. An event showcasing the Valley was proposed.

VIII. Lunch

IX. New Groundwater Legislation

Secretary Karen Ross moderated a panel on new groundwater legislation and introduced the following panelists:

- Gary Bardini and Trevor Joseph, California Department of Water Services. Their presentation addressed the implementation of the California Water Action Plan, including water storage and groundwater management, managing the Delta and operational efficiency. This PowerPoint presentation is available at the 4th Quarter Board Meeting webpage: <http://sjvpartnership.org/event/4th-quarter-board-meeting-2014/>
- DeeDee D’Adamo, California Water Resources Control Board, discussed the significance of this year for water legislation. This PowerPoint presentation is available at the 4th Quarter Board Meeting webpage: <http://sjvpartnership.org/event/4th-quarter-board-meeting-2014/>
- Debbie Davis-Franco, California Office of Planning and Research. This PowerPoint presentation is available at the 4th Quarter Board Meeting webpage: <http://sjvpartnership.org/event/4th-quarter-board-meeting-2014/>
- David Orth, Kings River Conservation District, made a presentation on Sustainable Groundwater Management Act Implementation. This PowerPoint presentation is available at the 4th Quarter Board Meeting webpage: <http://sjvpartnership.org/event/4th-quarter-board-meeting-2014/>
- Sarge Green, representing the Stanislaus County Water Committee and the California Water Institute at Fresno State, brought a map displaying the impacts of the new groundwater law, showing areas using groundwater only. One challenge associated with the new groundwater law will be adding more data to the system. Sarge’s map is available at the 4th Quarter Board Meeting webpage: <http://sjvpartnership.org/event/4th-quarter-board-meeting-2014/>
- Terry Withrow, Stanislaus County Supervisor representing the Stanislaus County Water Committee, described the relationship between surface water and groundwater issues and stressed the need for cooperation among the agencies in order to move forward.
- Brandon Nakagawa, Eastern San Joaquin Groundwater Banking Authority He discussed their experience in practicing groundwater management. Encouraged by the dialogue, Mr. Nakagawa’s discussion touched on the great difficulties faced in August when water had to be taken from growers.

X. Adjournment

Mayor Swearingin pointed out the schedule for next year's meetings. Secretary Ross would like to follow up on Larry Powell's earlier suggestion to invite more people to future Partnership Board meetings.

The meeting was adjourned at 2:47pm.



Secretariat Report

March 2015

Message from Lead Executive

To: Board of Directors

From: Mike Dozier

The attached Secretariat Report is intended to give you an update of Partnership activity during the fourth quarter of 2014, October through December. Please take the time to review this information so that you are aware of all of the work being done through the Partnership. If you have questions, please do not hesitate to contact me.

Staff has provided you the following:

- Communications activities include outreach efforts/meetings, information distribution, media efforts
- Rural Development Center Update
- Regional Broadband Consortium Update
- Housing Collaborative Update
- Community & Regional Planning Center Update
- Regional Industry Clusters Update

Communications Update

October 2014 through March 2015

Staff Outreach Efforts

Date	Event
3-Oct-14	Cutler-Orosi Joint Unified School District: Digital Literacy Classes (Orosi, CA)
7-Oct-14	Firebaugh-Las Deltas Unified School District (Firebaugh, CA)
9-Oct-14	Fowler Unified School District (Fowler, CA)
22-Oct-14	Square Inc.: Rural Small Business Partnership (San Francisco, CA)
12-Nov-14	8 th Annual Kern County Energy Summit (Bakersfield, CA)
17-Nov-14	Orange Cove Chamber of Commerce (Orange Cove, CA)
18-Nov-14	Leadership Council for Justice & Accountability: Rural Community Partnerships (Fresno, CA)
19-Nov-14	Merced College Retail Training, UC Merced, Fresno
19-Nov-14	Fresno State Biology: Partnership Overview to Fresno State students (Fresno, Ca)
21-Nov-14	CA Partnership for the San Joaquin Valley – Health and Wellness Cluster Quarterly Meeting: Discussion on integrating health, community development, and housing (Fresno, CA)
25-Nov-14	Leadership Council for Justice & Accountability: Rural Community Partnerships (Fresno, CA)
26-Nov-14	Eminence Healthcare, Inc.: Rural Community Partnerships (Fresno, CA)
1-Dec-14	Conference Call-Strategic Energy Innovations: Sustainable Energy Roadmap for San Joaquin Valley Communities
2-Dec-14	City of Taft: Broadband Infrastructure (Taft, CA)
3-Dec-14	Trash for Teaching Workshop – Community Development Discussion (Fresno, Ca)
4-Dec-14	Regional Planning Agencies' Meeting – Partnership Update (Fresno, CA)
4-Dec-14	Broadband Consortium Call
5-Dec-14	California Partnership for the San Joaquin Valley, Board Meeting Q4 2014 (Manteca, CA)
5-Dec-14	CA Partnership Board Meeting
8-Dec-14	Urban and Regional Transformation Cohort Quarterly Meeting – Overview of Partnership to Fresno State faculty (Fresno, CA)
8-Dec-14	Sandia Lab – Rural Water Infrastructure Outreach and Development Project
9-Dec-14	Fresno Business Council Monthly Meeting
9-Dec-14	Manufacturing Energy Water and Agriculture Cluster Quarterly Meeting
9-Dec-14	Fresno State “The Green Issue” Student Organization: Partnership Introduction to Fresno State Students (Fresno, Ca)
10-Dec-14	Water and Energy Technology Board Meeting
11-Dec-14	California Department of Parks and Recreation Focus Group-Partnership Introduction to Fresno State Students (Fresno, CA)

Staff Outreach Efforts

Date	Event
12-Dec-14	Central California Regional Obesity Prevention Program: Rural Community Partnerships (Fresno, Ca)
12-Dec-14	Regional Policy Council Meeting- Partnership Update (Modesto, CA)
15-Dec-15	Allensworth Progressive Association: USDA RCDI Project Participation (Allensworth, CA)
15-Dec-14	City of Parlier: USDA RCDI Project Participation (Parlier, CA)
15-Dec-14	City of Orange Cove: USDA RCDI Project Participation (Parlier, CA)
17-Dec-14	City of Mendota: USDA RCDI Project Participation (Mendota, CA)
17-Dec-14	City of Firebaugh: USDA RCDI Project Participation (Firebaugh, CA)
6-Jan-15	High Speed Rail Groundbreaking
6-Jan-15	State Summit Planning Committee Meeting
8-Jan-15	Meeting with MBDA – Native American Economic Development
8-Jan-15	Fresno County Food Alliance- Ag Cluster Meeting
8-Jan-15	Broadband Consortium Call
8-Jan-15	Regional Planning Agencies' Meeting – Partnership Update (Merced, CA)
13-Jan-15	Conference Call - Allensworth Progressive Association: Mobile Home Code Enforcement
13-Jan-15	Fresno Business Council Monthly Meeting
14-Jan-15	SJV Strong Workforce Town Hall Planning Meeting
14-Jan-15	California Economic Summit Workforce and Advance Manufacturing Action Team Call
15-Jan-15	City of Parlier: CalGRIP Evaluation Planning Meeting (Parlier, CA)
15-Jan-15	Huron Middle School: Parent University Training Classes
15-Jan-15	Broadband Grant Seminar/USDA Webinar
16-Jan-15	OCED & CMTC Introduction Meeting – Manufacturing Partnerships
16-Jan-15	Center for New Americans: Digital Literacy Training Classes (Fresno, CA)
16-Jan-15	Cutler-Orosi Unified School District: Digital Literacy Training Classes (Orosi, CA)
20-Jan-15	Cen-Cal Breakfast Keynote Speaker
20-Jan-15	Tal Cloud Radio Talk Show- SJV Economics and the Partnership
21-Jan-15	Assemblyman Jim Patterson – SJV Broadband Consortium
21-Jan-15	Senator Jean Fuller – SJV Broadband Consortium
21-Jan-15	CALED Environmental Remediation Meeting- Sacramento
22-Jan-15	Community College Board of Governor's Strong Workforce Task Force – Member
23-Jan-15	Dinuba Unified School District: Digital Literacy Training Classes (Dinuba, CA)

Staff Outreach Efforts

Date	Event
24-Jan-15	University Economic Development Association (UEDA) Board Meeting
25-Jan-15	UEDA Strategic Retreat – West Palm Beach., FL
26-Jan-15	Malaga Worship Center: Comcast Internet Essentials (Malaga, CA)
26-Jan-15	City of Avenal: USDA RCDI Project Participation (Avenal, CA)
26-Jan-15	International Economic Development Council (IEDC) Leadership Conference
26-Jan-15	City of San Joaquin Site Visit – Overview (San Joaquin, CA)
26-Jan-15	City of Avenal Site Visit – Overview (Avenal, CA)
26-Jan-15	CalSPEED Challenge Conference Call
27-Jan-15	City of Taft: USDA RCDI Project Participation (Taft, CA)
27-Jan-15	City of Arvin: USDA RCDI Project Participation (Arvin, CA)
27-Jan-15	City of Orange Cove: USDA RBEG Training Classes
28-Jan-15	Biola Community Services District & Biola Community Development Corporation: USDA RCDI Project Participation (Biola, CA)
29-Jan-15	Sunrise Rotary – Presentation (Fresno, CA)
29-Jan-15	CA Partnership for the San Joaquin Valley – Health and Wellness Cluster Quarterly Meeting: Discussion on integrating health, community development, and housing (Fresno, CA)
30-Jan-15	Eastern Kern County Consortium: DOD OEA Diversification Project Planning Meeting (California City, CA)
30-Jan-15	Westside Neighborhoods Network Meeting (San Joaquin, CA)
30-Jan-15	Westside Network Meeting – Introduction (San Joaquin, CA)
30-Jan-15	East Kern Economic Development Strategy Meeting – California City
2-Feb-15	Monday Study Club – Keynote Speaker – Partnership and OCED
2-Feb-15	Regional Consortia Funding Call
3-Feb-15	Fresno Housing Authority: Partnership Opportunities (Firebaugh, CA)
3-Feb-15	Promotores de Firebaugh: Partnership Opportunities (Firebaugh, CA)
3-Feb-15	Westside Youth: USDA Farmers Market Promotion Program (Mendota, CA)
3-Feb-15	Butler-Orosi Joint Unified School District: Digital Literacy Classes (Orosi, CA)
4-Feb-15	Ballico-Cressey Elementary School District: Digital Literacy Classes (Ballico, CA)
4-Feb-15	California Forward Open Data Forum – Speaker and Co-Sponsor
4-Feb-15	San Joaquin Valley Housing Collaborative Board Meeting (Fresno, CA)
5-Feb-15	Regional Planning Agencies’ Meeting – Partnership Update (Lemoore, CA)
5-Feb-15	Broadband Consortium Call

Staff Outreach Efforts

Date	Event
10-Feb-15	Fresno Business Council Monthly Meeting
10-Feb-15	SJV Town Hall Meeting – Strong Workforce – Betts Industry
11-Feb-15	City of Madera: Small Business Development Training Planning Meeting (Madera, CA)
11-Feb-15	City of Orange Cove: City Council Presentation on Existing Projects (Orange Cove, CA)
12-Feb-15	Biola Community Development Corporation: thrift store service learning project assessment (Biola, CA)
12-Feb-15	Health Care Apprenticeships Meeting
13-Feb-15	Cutler-Orosi Joint Unified School District: Digital Literacy Classes (Orosi, CA)
17-Feb-15	Clean Energy Cluster Meeting
18-Feb-15	UEDA Board Meeting
18-Feb-15	Kingsburg Elementary Charter School District: Digital Literacy Classes (Kingsburg, CA)
19-Feb-15	Regional Broadband Consortium Learning Summit, San Francisco, CA
25-Feb-15	Huron Middle School: Parent University Training Classes
26-Feb-15	City of Orange Cove: USDA RBEG Training Classes
26-Feb-15	City of San Joaquin: Municipal Staff Website Maintenance Training (San Joaquin, CA)
26-Feb-15	Biola Chamber of Commerce: Local Business Mixer (Biola, CA)
27-Feb-15	Tribal Community Economic Development Roundtable (Tule River Indian Reservation)
8-Mar-15	UEDA Summit Planning - Alaska
10-Mar-15	Fresno Business Council Monthly Meeting
11-Mar-15	Water and Energy Technology Board Meeting

Electronic Information Distribution

Date	E-Blast
10-Dec-14	Bi-Weekly Drought Update
23-Dec-14	Bi-Weekly Drought Update
06-Jan-15	Bi-Weekly Drought Update
07-Jan-15	Save the Date: 2015 1 st Quarter Board Meeting
21-Jan-15	BlueTechValley Water Summit: Save the Date
22-Jan-15	Bi-Weekly Drought Update
27-Jan-15	GIS Workshop

Electronic Information Distribution

Date	E-Blast
29-Jan-15	CA Forward Forum
03-Feb-15	CA Forward Forum
03-Feb-15	Bi-Weekly Drought Update
04-Feb-15	BlueTechValley Water Summit: Invite
17-Feb-15	GIS Workshop
18-Feb-15	BlueTechValley Water Summit: Invite
24-Feb-15	Bi-Weekly Drought Update
24-Feb-15	Save the Date!: 2015 Manufacturing Summit
26-Feb-15	GIS Workshop
3-March-15	Bi-Monthly BlueTechValley Invite
4-March-15	Apps for Ag Hackathon
5-March-15	GIS Workshop
6-March-15	Bi-Weekly Drought Update
10-March-15	GIS Workshop
10-March-15	Manufacturing Summit Invite
13-March-15	Partnership Public Announcement-March Board Meeting

Communications Tools

Partnership Website

The Partnership website is updated on a regular basis. In particular, the news section on the homepage is populated with newspaper articles which cover the initiatives on which the Partnership is focused. In addition, board meetings and other Partnership-related events are refreshed in the Events section.

Annual Report

The 2014 Partnership Annual Report which covers the time period of July 1, 2013, through June 3, 2014, is still available on the Partnership website. [Download 2014 Partnership Annual Report](#).

e-Newsletter

Distribution occurs quarterly one week prior to the next scheduled board meeting. The next newsletter will be distributed one week prior to the June 2015 board meeting. The newsletter reports on the Partnership's initiatives and collaboratives and is sent to all Partnership stakeholders (2,136).

Media

Traditional methods of communications efforts with the media include press releases, media advisories, and interviews. In addition, Partnership activities have been picked up by Valley news agencies.

Date	Description
24-Nov-14	Media Advisory: Partnership Board Meeting, December 5
23-Feb-15	GIS News Release: Workshop on GIS training
13-March-15	Media Advisory-March 20 Meeting

Partnership social marketing efforts include Facebook and Twitter accounts. The Partnership Facebook page (facebook.com/sjvpartnership) now has 503 “fans” and is linked to Facebook pages of several partner organizations. The Partnership Twitter page (twitter.com/PartnershipSJV) now has 373 followers. The communications team will be determining if Partnership social marketing efforts should continue.



Initiatives

March 2015

Initiative	Page No.
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San Joaquin Valley Regional Broadband Consortium	25
San Joaquin Valley Housing Collaborative	28
Community & Regional Planning Center	29
San Joaquin Valley Regional Industry Clusters Initiative	30

Initiative: San Joaquin Valley Rural Development Center

March 2015

Quarter: 4th Quarter 2014

Staff Lead: Ismael Díaz Herrera

Update:

Assisted 35 different rural entities and participated in 61 community events.

Small Business E-Commerce Training Workshop

E-commerce training was delivered to 25 entrepreneurs and small business owners from rural Fresno County communities on Sep 30, 2014, in San Joaquin, Calif. Topics included social media marketing, website development, and point-of-sale systems. Square Inc., a financial services, merchant services aggregator and mobile payments company based in San Francisco, Calif. provided information on its software and hardware products and services. It gifted 25 Square Readers and 1 Square Register, a combined value of \$349.

Grant Writing Training Workshop

In partnership with the Eastern Kern County Resource Conservation District and the City of Ridgecrest, 28 individuals representing nonprofits and communities from Eastern Kern County received grant writing training on Oct 24, 2014, in Ridgecrest, Calif. Follow up technical assistance on grant research and proposal preparation was provided to several workshop attendees. Each participant paid a \$35 registration fee, which generated \$980 in discretionary income to support other rural activities.

Fresno County Hunger Count

A total of 14,345 of household surveys were completed in the rural communities of Biola, Coalinga, Firebaugh, Five Points, Fowler, Huron, Kingsburg, Laton, Mendota, Orange Cove, Parlier, Reedley, Riverdale, Sanger, Selma and San Joaquin by SJVRDC staff and its subcontractors. Surveys assessed households' food insecurity.

USDA Pathways to Rural Economic Progress – San Joaquin Valley

Initial site visits were conducted with community leaders in the community of Allensworth and cities of Parlier and Orange Cove on Dec 15, 2014, and cities of Firebaugh and Mendota on Dec 17, 2014. Economic development and housing technical assistance areas were identified. Meetings included staff coordinating walkability audits funded by a separate but relevant investment from the Fresno Regional Foundation.

Awarded Grants

USDA Farmers Market Promotion Program (\$99,010): supports activities meant to develop and promote farmers markets in rural Fresno County communities of Biola, Firebaugh and Mendota. Activities include food handlers and cottage food operator training for entrepreneurs aspiring to become farmers' market vendors. Each community will receive \$12,650 to purchase materials needed to market and administer their respective farmers market. A \$6,000 stipend will be awarded to each community's farmers' market manager.

Communications

SJVRDC staff issued a news release on Oct 17, 2014, regarding its small business e-commerce training workshop in San Joaquin, Calif. Weekly newsletter continues to be distributed to the region's rural/small community stakeholders.

The Daily Independent – Oct 25, 2014 <http://www.ridgecrestca.com/article/20141025/News/141029822>
Bloomberg Business – Dec 22, 2014 <http://www.bloomberg.com/news/articles/2014-12-22/x>
California Economic Summit – Nov 13, 2014: <http://www.caeconomy.org/reporting/entry/crossing-digital-divide-helps-central-valley-farming-thrive>

Initiative: San Joaquin Valley Regional Broadband Consortium

March 2015

Quarter: 4th Quarter 2015

Staff Lead: Marianne Collins King

Update:

San Joaquin Valley Regional Broadband Consortium (SJVRC) staff continues its efforts to increase and improve broadband adoption in the Central Valley. As part of these efforts, we attended the Regional Broadband Consortium Learning Summit on Feb 19, 2015, in San Francisco, Calif., which included statewide consortiums. The purpose of the Learning Summit was to review accomplishments, best practices, challenges, and future plans of broadband within our respective regions throughout the last three years.

Accomplishments

- SJVRC and San Joaquin Valley Rural Development Center received a \$600,000 CETF "Get Connected! San Joaquin Valley" grant, seeking to expand broadband adoption in the San Joaquin Valley's underserved urban and rural communities. Well over 1,200 new Internet adoptions in the San Joaquin Valley have been documented and 4,378 adults trained in Digital Literacy thus far.
- SJVRC partnered with City of Fresno and its Strong Cities, Strong Communities team to develop an agricultural pilot site. The project's primary purpose is to expand broadband access in rural areas to promote the widespread deployment of broadband-enabled water efficient farming technologies. SJVRC and City of Fresno continue to seek funding from U.S. Economic Development Administration for the initial phase of the project. City of Fresno adopted a "dig once/open trench" policy to accelerate broadband infrastructure deployment.
- SJVRC and Central Valley Business Incubator organized the Fresno Agricultural Technology Showcase to support development of agriculture technology (AgTech) enterprises in Fresno, with a focus on broadband water management technologies developed by the USDA Agricultural Research Service and the U.S. Department of Energy Lawrence Livermore Laboratory.
- Developed a case study on the Shafter Municipal Fiber Network that connects key government, commercial, educational and industrial sites, to culminate a complete Fiber to the Home Network.
- Developed a San Joaquin Valley Broadband Deployment Plan and an electronic Blueprint Toolkit to benefit San Joaquin Valley communities and planners. Recommendations include accelerating deployment and incorporating next-generation broadband infrastructure in AgTech, Telemedicine, and Telehealth technologies, and into industrial, commercial, residential or mixed-use projects.

Best Practices Achieved

- Opportunity to outreach and connect with individuals and schools to incorporate Digital Literacy learning to adult students in rural and underserved areas.
- Highlight the work of AgTech and continue our work and effort to deploy broadband in farmland regions.
- Created a "trust" with those in the rural communities.

Challenges Faced

- SJVRC's least served areas tend to be sparsely populated rural areas where traditional private sector investment may not always be economically viable. For this reason, the exploration of municipally owned broadband, public-private partnerships, broadband co-ops, and other similar strategies to facilitate service in these areas. Some of these areas are in the foothills; so there is continual research for solutions for the mountainous topographies as well.
- "Buy-in" from the Federal Communications Commission (FCC) and major Internet service providers (ISPs) to invest in the rural areas. There needs to be a clear understanding that investment in the rural areas is smart for economic growth.

Outstanding Needs

- Again, "buy-in" from FCC and the major ISPs to support the ongoing effort to bridge the Digital Divide in the underserved and rural regions of California.

Future Sustainability Action Plan

- Continuing efforts of AgTech. Agriculture meets technology; increasing wireless broadband networks in rural parts of the San Joaquin Valley that will support AgTech and lead to job growth, water conservation, and higher crop yield/production.
- Continue the positive work and efforts of Get Connected! Parent University Digital Literacy.
- Affordability/Reliability of Internet service in the rural regions.
- Advocacy efforts via SJVRBC. Expansion of Comcast Internet Essentials offer.
- Potential project. "Plants not People"; collaboration between West Hills Community College (Dr. Carole Goldsmith) and Partnership Board Advisory (Robert Tse, USDA).

Statewide Broadband Consortia Feedback Report

California Advanced Services Fund 3RD ANNUAL REGIONAL CONSORTIA LEARNING SUMMIT			
	Best Practices Achieved	Challenges Faced; Outstanding Gaps/Needs	Future Sustainability/Action Plan
Planning	Flexibility - adaptability	How to connect w/and make clear to electeds, city planners, etc.	Statewide focus on adoption, advocacy, aggregating our concerted efforts and abilities
	Identify the power behind the network: leadership, ISPs, electeds, etc.		Language in the Farm Bill; level playing field for smaller ISPs/WISPs
	Identify need relative to Digital Divide and develop catered solutions	Navigating the landscape	RCB leadership council
	Optional element in General Plan updates		Finding interests/overlapping w/non-regional consortia organizations
	Moving paper processes on-line & support for it		Re-write the CASF program guidelines.
	Collaboration		
	Broadband as fundamental infrastructure		
Deployment	Identify political leadership and get to know them	Lack of ISPs/WISPs to partner on infrastructure grants	Map where we work, not live
Adoption	Town hall meetings (for some)	Integrating IT training in K-12 schools	
	Adoption, "Dig Once" Policies, etc.		
	Work w/CSAC & RCRC		
	Identify need relative to Digital Divide and develop catered solutions		
	Not re-inventing the wheel (i.e., add b-band to low income in-take surveys; realtors & leasing agents need to ask/know about broadband, "where does it exist?")		Matrix Continued on Next Page
Access	Organize the grant writing process	ISPs disconnecting existing lines, not re-connecting service at same address w/new occupant	
	Public groundtruthing	Process needed to document "bait & switches"	
	Work w/CSAC & RCRC	Loss of wireless connectivity	
Other		Sustaining services after investing in adoption programs	
		Living in silos w/respect to IT	

**California Advanced Services Fund
3RD ANNUAL REGIONAL CONSORTIA LEARNING SUMMIT**

		Capacity issues (i.e., writing grants)	
		Need for continued funding	
		Lack of regional vision	



Initiative: San Joaquin Valley Housing Collaborative

March 2015

Quarter: 4th Quarter 2014

Staff Lead: Jenna Chilingirian

Update:

The San Joaquin Valley Housing Collaborative (SVHC) underwent administrative changes in the first, second and third quarters, which resulted in new administrative roles for the California Coalition for Rural Housing (CCRH) as the lead partner. The Office of Community and Economic Development at Fresno State (OCED) provides support, ideas, and input where appropriate.

A planning committee of SVHC board members, and CCRH and OCED staff continued to conduct weekly conference calls to organize the 3rd Annual Affordable Housing Summit, Impacting Communities with Collaborative Community Development, which took place on Nov 13, 2014, at the University of the Pacific in Stockton. The Affordable Housing Summit was made possible by the San Joaquin Valley Housing Collaborative in partnership with the Federal Reserve Bank of San Francisco, CCRH, and OCED.

The Housing Summit brought together professionals from around California to Stockton to bolster political advocacy for affordable housing in the San Joaquin Valley, to educate and empower each other on challenges and opportunities we face as a region, and to build traction for the San Joaquin Valley Housing Collaborative. Outreach was targeted to local and regional government, affordable housing and community development professionals, financial institutions, and members in education and health communities.

Over 150 participants were in attendance. The largest geographic representations were Stockton and San Joaquin County, followed by Sacramento, Davis, and Fresno. Affordable Housing Developers made up nearly 25% of industry representation, followed closely by financial institutions and city, county, and state government staff.

Sponsors included the Fresno Housing Authority, Self-Help Enterprises, JPMorgan Chase, Federal Reserve Bank of San Francisco, Enterprise Community Investment, Inc., and the Northern California Community Loan Fund. Other notable supporters include Housing California, San Joaquin Valley Regional Broadband Consortium at Fresno State, Granville Homes, GRID Alternatives, Fresno EOC, and board members Ray M. Chavez and Denise Fletcher.

The day's discussion was organized around coordinating diverse aspects of community development into the concept and creation of affordable housing. Workshop topics included: cap and trade funding, integrating health into housing, code enforcement, active design, sharing resources, and land-use and zoning improvements. Stockton native and City Council member, Michael Tubbs, delivered the keynote address.

The 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.

Initiative: Community & Regional Planning Center

March 2015

Quarter: 4th Quarter 2014

Staff Lead: Jenna Chilingierian

Update:

The Director position for the Community and Regional Planning Center (CRPC) remained vacant through December 2014. Program staff at the Office of Community and Economic Development (OCED) and the San Joaquin Valley Rural Development Center (SJVDC) adopted and carried out several CRPC tasks, such as community network expansion in local jurisdictions and the Fresno State University to improve planning and development in the region. OCED Program Assistant, Jenna Chilingierian, was promoted to Program Coordinator for CRPC in January 2015. She will be the lead for all CRPC related activities.

In October, CivicSpark – a Governor’s Initiative of AmeriCorps in partnership with the Local Government Commission – launched in the San Joaquin Valley. CivicSpark provides high-quality, technical support to local and regional governments, helping California communities pursue clean energy, reduce greenhouse gas emissions, safeguard against climate change impacts, and implement sustainable community strategies. As the Regional Partner, OCED staff on behalf of CRPC conducted a one-week orientation with a team of 4 CivicSpark members. Outreach to local jurisdictions and agencies to partner with CivicSpark continued through December.

In November, OCED program staff submitted a grant proposal to the Fresno Regional Foundation for an environmental and smart growth-oriented program, [StreetsAlive: a Walking and Bicycling Audit Program](#). The program seeks to promote and support walkable and bicycle-friendly communities in the Cities of Avenal (Kings County) and Mendota, Orange Cove and San Joaquin (Fresno County). OCED was notified in late December as a grant recipient of \$39,880. Under the auspices of CRPC, OCED will launch the walkability program in January 2015.

This quarter OCED and SJVDC staff assigned to the CRPC participated in a committee tasked with developing a Master of City and Regional Planning at Fresno State. The proposed Master’s degree program is in the early planning stages and the committee conducted outreach with local planners to determine how the program could meet the needs of local planners and the community.

OCED and SJVDC staff managed the Fresno State Urban and Regional Transformation Cohort (URT Cohort). URT Cohort members gathered for a meeting in December to discuss the future of the cohort. With support from the College of Social Sciences and the Craig School of Business, it was decided that the URT Cohort will transition into a voluntary group led by OCED. The URT Cohort members agreed to meet more regularly and focus on collaboration opportunities between departments and colleges.

OCED staff attended a number of Regional Planning Agencies’ Directors’ Committee meetings this quarter and updated the directors’ on the Partnership’s activities. On behalf of CRPC, OCED staff also attended and participated in the Greenprint Steering Committee meetings and discussed the potential next steps for the first and second phases of the Greenprint process.

OCED staff also coordinated with the Central Section of the American Planning Association and continued to update the online "Planners Toolkit" with planning documents and templates related to smart growth.



Initiative: San Joaquin Valley Regional Industry Clusters

March 2015

Quarter: 4th Quarter 2014

Staff Lead: Karmjot Grewal

Update:

The Clean Energy Cluster had a meeting on October 8 and discussed the pros and cons of their TechCon event; they reviewed past events and potential topics for the next cluster event. The primary goal of the Energy Cluster is energy reduction use and using clean energy to make things happen. The cluster chair is rewriting the vision and mission statement for the cluster. The Clean Energy Cluster is looking at one large event next year (most likely end of 2015) and an energy efficiency project which would include student scholarships/ internships, etc. The cluster chair and champions have spoken to a number of nonprofits which need energy efficiency support and would entertain the Energy Cluster's expertise and participate in the plans for an energy efficiency project for the upcoming year.

The Water Technology Cluster collaborated with the UC Merced Small Business Development Center Regional Network to engage cluster membership in a SBIR/STTR grant procurement workshop that campus on November 19. The Water Technology Cluster had their quarterly meeting on December 18 to discuss the economic forum they had in June as well as plans for their Blue Tech Valley Water Summit which is taking place on March 5, 2015. Dan Clawson is also working on rewriting the business plan for this cluster to include innovation and technology into their plan for 2015.

Richard Kalashian, the Agricultural Cluster Chair, is planning on moving the focus of this cluster towards improving and strengthening public/private sector partnerships. There is a real push for an agricultural manufacturing collaborative with the other clusters to create career technical education (CTE) programs for students in the San Joaquin Valley. There are plans in the first quarter of 2015 to have workshops for cluster members on various topics pertaining to new technology, networking and best practices. On Jan 8, 2015, Mr. Kalashian is planning a meeting with the Fresno County Food Hub to discuss the year's plans as well as the capacity in which the cluster is going to be working with this group moving forward.

The Advanced Manufacturing Cluster during the fourth quarter worked collaboratively with the other clusters chairs on a CTE initiative with manufacturing companies in the San Joaquin Valley. The Manufacturing Cluster hosted a meeting with public sector stakeholders from throughout the San Joaquin Valley that are currently engaged in agriculture manufacturing initiatives and activities. The goal was to bring partner stakeholders up to speed on what others are doing in their respective areas around manufacturing, energy, education, and agriculture so that opportunities to establish a unified goal and leverage each other's efforts can be identified. It was decided at this meeting that the cluster would host a regional manufacturing summit which will be collectively planned for spring 2015 and will include participation from the region's manufacturers.

The Health and Wellness Cluster Advisory Committee met on November 11 to discuss regional initiatives and priority actions. Cluster Champions have discussed an upcoming grant opportunity with the Center for Health Program Management and we submitted a grant application for this competition on December 1. The purpose of this grant is to receive funding to host a *Health Equity and Healthcare in the Central Valley* summit. The funding will help cover costs for a health and wellness conference to be held this spring. The cluster has also expressed interest in applying for a NIH grant as well as a Kaiser grant for asthma related research to be conducted in the Central Valley.

The Manufacturing, Energy, Water, and Agriculture (MEWA) Cluster Advisory Committee met on December 9 to discuss opportunities for cross-cluster opportunities and receive updates on regional initiatives. The Cluster Advisory Committee agreed that the Regional Industry Clusters needed to have a solidified website where we

can highlight each of the clusters and have a concise calendar that includes all meetings, events and related material. MEWA Champions plan to have more private partners at the table for the future quarterly meetings. Upcoming meetings may be held in the north or south Valley. The next meeting is scheduled for March.

Networking

Date	Event
10/1/14	Agriculture Cluster meeting
10/3/14	Agriculture Cluster Chair meeting
10/8/14	Clean Energy Cluster Meeting
10/15/14	Manufacturers Council of the Central Valley meeting
11/03/14	Healthcare Cluster Meeting
11/03/14	Ag Cluster Chair Meeting
11/05/14	Water Cluster State Summit
11/06/14	TechCon Energy Summit
11/18/14	Clusters Crash Course Series
11/21/14	Health and Wellness Cluster Quarterly meeting
11/25/14	Clusters Crash Course Series
12/01/14	Health and Wellness Cluster Health Care Grant
12/09/14	MEWA Quarterly Meeting
12/10/14	Manufacturing Cluster Meeting
12/18/14	Water Technology Cluster Meeting



Work Group Reports

March 2015

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Partnership Work Group Quarterly Report

Work Group	Advanced Communications Services
OCED Staff Liaison	Marianne Collins King
Lead Organization(s)	San Joaquin Valley Regional Broadband Consortium
Lead Organization Contact	Marianne Collins King
Reporting Period	4 th Quarter 2014 (Oct-Dec 2014)

San Joaquin Valley Regional Broadband Consortium (SJVRBC) staff continues its efforts to increase and improve broadband adoption in the Central Valley. As part of these efforts, we attended the Regional Broadband Consortium Learning Summit on Feb 19, 2015, in San Francisco, Calif., which included statewide consortiums. The purpose of the Learning Summit was to review accomplishments, best practices, challenges, and future plans of broadband within our respective regions throughout the last three years.

Accomplishments

- SJVRBC and San Joaquin Valley Rural Development Center received a \$600,000 CETF “Get Connected! San Joaquin Valley” grant, seeking to expand broadband adoption in the San Joaquin Valley’s underserved urban and rural communities. Well over 1,200 new Internet adoptions in the San Joaquin Valley have been documented and 4,378 adults trained in Digital Literacy thus far.
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Best Practices Achieved

- Opportunity to outreach and connect with individuals and schools to incorporate Digital Literacy learning to adult students in rural and underserved areas.
- Highlight the work of AgTech and continue our work and effort to deploy broadband in farmland regions.
- Created a “trust” with those in the rural communities.

Challenges Faced

- SJVRBC’s least served areas tend to be sparsely populated rural areas where traditional private sector investment may not always be economically viable. For this reason, the exploration of municipally owned broadband, public-private partnerships, broadband co-ops, and other similar strategies to facilitate service in these areas. Some of these areas are in the foothills; so there is continual research for solutions for the mountainous topographies as well.
- “Buy-in” from the Federal Communications Commission (FCC) and major Internet service providers (ISPs) to invest in the rural areas. There needs to be a clear understanding that investment in the rural areas is smart for economic growth.

Outstanding Needs

- Again, “buy-in” from FCC and the major ISPs to support the ongoing effort to bridge the Digital Divide in the underserved and rural regions of California

Partnership Work Group Quarterly Report

Future Sustainability Action Plan

- Continuing efforts of AgTech. Agriculture meets technology; increasing wireless broadband networks in rural parts of the San Joaquin Valley that will support AgTech and lead to job growth, water conservation, and higher crop yield/production.
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- Advocacy efforts via SJVRBC. Expansion of Comcast Internet Essentials offer.
- Potential project. "Plants not People"; collaboration between West Hills Community College (Dr. Carole Goldsmith) and Partnership Board Advisory (Robert Tse, USDA).

Statewide Broadband Consortia Feedback Report

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	Identify need relative to Digital Divide and develop catered solutions	Navigating the landscape	RCB leadership council
	Optional element in General Plan updates		Finding interests/overlapping w/non-regional consortia organizations
	Moving paper processes on-line & support for it		Re-write the CASF program guidelines.
	Collaboration		
	Broadband as fundamental infrastructure		
Deployment	Identify political leadership and get to know them	Lack of ISPs/WISPs to partner on infrastructure grants	Map where we work, not live
Adoption	Town hall meetings (for some)	Integrating IT training in K-12 schools	
	Adoption, "Dig Once" Policies, etc.		
	Work w/CSAC & RCRC		
	Identify need relative to Digital Divide and develop catered solutions		
	Not re-inventing the wheel (i.e., add b-band to low income in-take surveys; realtors & leasing agents need to ask/know about broadband, "where does it exist?")		Matrix Continued on Next Page
Access	Organize the grant writing process	ISPs disconnecting existing lines, not re-connecting service at same address w/new occupant	
	Public groundtruthing	Process needed to document "bait & switches"	
	Work w/CSAC & RCRC	Loss of wireless connectivity	
Other		Sustaining services after investing in adoption programs	

Partnership Work Group Quarterly Report

California Advanced Services Fund 3RD ANNUAL REGIONAL CONSORTIA LEARNING SUMMIT			
		Living in silos w/respect to IT	
		Capacity issues (i.e., writing grants)	
		Need for continued funding	
		Lack of regional vision	

Partnership Work Group Quarterly Report

Work Group	Air Quality
OCED Staff Liaison	Ismael Herrera
Lead Organization(s)	San Joaquin Valley Air Pollution Control District
Lead Organization Contact	Jaime Holt
Reporting Period	4 th Quarter 2014 (Oct-Dec 2014)

District adopts new amendments to the residential wood burning program

The Governing Board approved amendments to the District’s residential wood burning rule, which provides more burn days for Valley residents who have invested in clean wood burning devices. These amendments also significantly increase the number of No Burn days for high-polluting units that are responsible for 95 percent of the pollution generated from residential wood burning.

The Board also allocated over \$7 million in financial incentives for Valley residents to upgrade to clean units through the District’s Burn Cleaner program. These amendments, along with the financial incentives provided, will generate 5.1 tons per day of PM2.5 reductions.

The Board action was designed to satisfy federal mandates and to improve quality of life for Valley residents. Further reductions in residential wood smoke emissions is also a high priority under the District’s Health Risk Reduction Strategy, given the significant localized health impacts associated with residential wood smoke, and the fact that attaining the 2006 federal PM2.5 standard is impossible without significant reductions in these emissions. Health benefits from reducing emissions from residential wood burning are related to the high level of population exposure to urban, residential wood-burning emissions in relation to other stationary sources.

Amendments to District Rule 4901 (Wood Burning Fireplaces and Wood Burning Heaters) lower the curtailment threshold from 30 to 20 µg/m³ for older, higher-polluting wood burning heaters, open hearth fireplaces and non-registered wood burning heaters. The cleaner, registered wood burning heaters are now allowed to burn when air quality is forecast to be between 20 and 65 µg/m³. No wood burning is allowed for all devices when air quality is forecast to be above 65 µg/m³.

To provide a less intrusive means to identify “clean” units that will be given additional flexibility, Valley residents can register their devices if they wish to take advantage of the allowance for additional burning. Residents can register free of charge for the current winter season. In subsequent years, registrations will be subject to a fee of \$12.50 every three years and subject to inspection by qualified professionals to ensure the device is properly maintained and operated.

The District increased the incentive amount offered by the District to upgrade to clean-burning devices:

<u>New Heater Type</u>	<u>Incentive Amount</u>
Gas insert/stove/fireplace	\$1,500
Additional incentive for gas infrastructure	\$500
EPA-certified pellet insert/stove	\$1,500
EPA-certified wood insert/stove	\$1,500
Low-income qualified applicants	\$2,500

8-hour ozone trends continue to show progress

Already having achieved the federal 1-hour ozone health standard, the Valley air basin during summer 2014 continued to make significant progress toward attaining the challenging 2008 8-hour standard (75 ppb).

Despite historic drought and temperatures, the Valley recorded the lowest average number of days that residents were exposed to exceedances of the standard. Other notable occurrences during summer:

- The longest stretch of days in July and August without exceeding the standard
- The cleanest August on record – 17 days without an exceedance
- The lowest number of Valley days over the standard during the May to September ozone season

Progress over the past decade is remarkable. Comparing exceedances of 75 ppb by county in 2014 to 2003:

- San Joaquin, 8 and 15
- Stanislaus, 33 and 40
- Merced, 18 and 92
- Madera, 22 and 42
- Fresno, 63 and 138
- Kings, 14 and 45
- Tulare, 66 and 132
- Kern, 46 and 144

The Valley's efforts have eliminated the "black box" plan component (allowance made for as-yet unidentified methods or technology) through the following measures:

- Adopted and implemented tough regulations achieving more reductions than required by federal plan
- A ten-fold increase in procuring funding for District incentive programs
- Significant reduction in emissions through incentive programs
- Significant investment in technology advancement
- Improved science in quantifying emissions from all sources

District provides assistance to Valley truckers with focus on owner/operators

Trucks are the largest source of NOx emissions (the key precursor to ozone and particulates) in the San Joaquin Valley. The District expressed concerns with the Jan. 1, 2014 deadline for the state Air Resources Board's truck rule. The District expected wide noncompliance by small fleets and single owner/operators (15,000 single owner/operators in the Valley). This can lead to devastating impacts on Valley truckers and customers.

The District's Governing Board appropriated \$7 million in funding through the District's Truck Voucher program to assist owner/operators in replacing high-emitting diesel trucks. This will not only help the owner/operators comply with the state deadline, but also significantly reduces other smog-forming emissions above and beyond the state truck rule. The Board also approved a targeted outreach campaign to advise owner/operators of the upcoming deadline and available funding.

The Board directed staff to work with the state Air Resources Board and Cal/EPA to craft a more comprehensive solution to help truckers comply statewide.

District adds \$4 million to help Valley residents test and repair high-polluting vehicles

The Board approved an agreement with Valley Clean Air Now for an additional \$4 million in funding to continue the District's award-winning Tune In, Tune Up program. In the program's first two years, 40 Tune In, Tune Up events have been held throughout the Valley, and nearly 7,000 high-emitting cars have been identified and repaired. At the events, Valley residents with cars identified as gross polluters have received vouchers for up to \$850 in related repairs. Tune In, Tune Up has been especially popular and effective at weekend events in the Valley's low-income communities, where hundreds of local residents have lined up to have their older cars tested.

Partnership Work Group Quarterly Report

Work Group	Economic Development
OCED Staff Liaison	Ismael Diaz Herrera
Lead Organization(s)	California Central Valley Economic Development Corporation
Lead Organization Contact	Jennifer Faughn
Reporting Period	4 th Quarter 2014 (Oct-Dec 2014)

California Central Valley Economic Development Corporation (CCVEDC) participated in the Northern California SIOR (Society of Industrial and Office Realtors) and Southern California SIOR activities. The National SIOR Conference was held in Nashville and had over 900 attendees. CCVEDC made 123 broker contacts resulting in 5 new prospective businesses. The Annual Holiday Luncheon in the Bay area was attended by 133 brokers and their spouses and resulted in 86 broker contacts. These events keep the Central Valley in touch with top decision makers in the real estate industry and result in numerous individual meetings and leads.

CCVEDC conducted its bi-annual New York broker mission in October, where they had the opportunity to showcase the Central Valley in individual meetings with 16 teams of brokerage houses. The annual Bay Area mission was held in December where CCVEDC met with 21 teams of brokers. As a result of these missions, 6 new companies are looking into the Central Valley for potential growth, expansion, or relocation.

CCVEDC maintains its regional partnerships with the Office of Community and Economic Development at Fresno State on the Investing in Manufacturing Communities Partnership (IMCP), preparing quantitative research with partners. CCVEDC focuses on outreach to new business, recruiting, and marketing at trade shows which draw a national audience.

MISSION October 7-8 2014	New York Broker Mission New Jersey and New York	Contacts 264	COMPLETE Reps: John, Mark, Bobby, Melinda Results: 16 Meetings, 2 Prospects
BOARD MEETING October 17, 2014	CCVEDC Board Meeting Fresno EDC 10:00 to 12:00		COMPLETE Meeting
CONFERENCE October 23-25, 2014	National SIOR Conference Omni, Nashville 900 in attendance	123	COMPLETE Reps: Esther, Melinda, Bobby, Shelley Results: 123 Contacts, 5 Prospects
BOARD MEETING November 14, 2014	CCVEDC Board Meeting Fresno EDC 10:00 to 12:00		COMPLETE Meeting
MISSION December 2-4, 2014 January 5-6, 2015	Bay Area Broker Mission Tues to Thurs	490	COMPLETE Reps: 4 reps: Bobby, Robert, Mike, Esther, Steven, John Results: 21 meetings, 4 Prospects to date
BROKER EVENT December 5, 2014	San Francisco- SIOR Holiday Luncheon and Awards Ceremony St. Francis Yacht Club, San Francisco	133	COMPLETE Reps: 4 reps: Bobby, Robert, Mike, Josh Results: 133 attendees, 86 brokers

Partnership Work Group Quarterly Report

Work Group	Health and Wellness Cluster (aka Health and Human Services Work Group)
OCED Staff Liaison	Karmjot Grewal
Lead Organization(s)	Central Valley Health Policy Institute Federal Reserve Bank of San Francisco Fresno Regional Workforce Investment Board Central Valley Health Network
Lead Organization Contact	John Capitman PhD, Central Valley Health Network
Reporting Period	4 th Quarter 2014

The Health and Wellness Cluster Advisory Committee met on November 11th to discuss regional initiatives and priority actions. Cluster Champions have discussed an upcoming grant opportunity with the Center for Health Program. The advisory board discussed grant proposals and other opportunities that are currently being explored by our committee. A grant opportunity with the San Joaquin Valley Health fund Center for Health Program Management was discussed what we want to highlight in our application for this competition. The funding will help cover costs for a Health and Wellness Conference to be held this spring. We are applying for the full \$20,000 grant amount. What we are looking to do with this funding is form new strategies for increasing enrollment and participation in expanded public and private insurance to new partnerships for prevention and disease management to new approaches in clinical practice for asthma, diabetes, cardiovascular care to cutting edge research on Valley fever and environmental justice, the San Joaquin Valley is home to important new and emerging achievements in multicultural care. The region's healthcare providers care for one of the most culturally- and racially- diverse populations in the nation. The San Joaquin Valley has a lot of vulnerable populations that face health barriers and include disadvantaged, low-income populations, immigrant and multicultural communities, and rural, isolated households. In the context of urgent initiatives to address the region's unmet health needs, health professionals, advocates and patients often miss opportunities to share and expand the impacts of innovative multicultural care efforts.

Our clusters mission is to improve equity in health and healthcare by developing the region's capacity for policy analysis and program development, implementation and evaluation through integrating and leveraging the resources of California State University, Fresno and the institutions and communities of the San Joaquin Valley. The purpose of this grant is to receive funding to host a Health Equity and Healthcare in the Central Valley. The funding will help cover costs for a health and wellness conference to be held this spring. The application for this grant was submitted on December 1, 2014 and we are still waiting on the final decision from the organization. Potential sponsors for this event include the Cluster, the Partnership, Central Valley Health Network, UCSF-Fresno residency programs, UC Merced public health, Fresno State College of Health and Human Services, and local community college nursing programs.

Dr. Capitman and Karmjot Grewal from the advisory are currently working on a NIH grant that aims to develop an academic-community partnership to conduct community –based participatory research on the family context of childhood asthma in environmental justice communities in the San Joaquin Valley. Additionally we want to convene and formalize an Academic-Community Partnership Advisory Board and MOUs between academic and community partners to support identified CBPR initiatives around the family context of childhood asthma in environmental justice communities in the San Joaquin Valley. This grant is currently being formulized. Karmjot and Jenna Chillingierian are also looking to submit an application with Kaiser Permanente for a grant of up to \$30,000 for asthma as well. This grant is for valley wide meetings with similar guidelines to the NIH grant. The deadline for this is February 27th, 2015.

During our next Health and Wellness Cluster meeting, the agenda includes an exploration of health issues in relation to economic impact. We will also discuss further planning for the Health and Wellness Conference in the spring and create the planning committee agenda items. The next Healthcare cluster meeting will be on January 29, 2015.

Partnership Work Group Quarterly Report

Work Group	Higher Education
OCED Staff Liaison(s)	Mike Dozier
Lead Organization(s)	Central Valley Higher Education Consortium
Lead Organization Contact	Cheri Cruz
Reporting Period	4 th Quarter 2014 (Oct-Dec 2014)

The Central Valley Higher Education Consortium (CVHEC) uses collaboration and innovation in promoting a college going and outreach and college readiness efforts. Continued emphasis is on supporting efforts to improve outcomes, including productivity, student learning and success of underrepresented groups, advancing partnerships with business and industry, and providing incentives for inter-segmental collaboration. This proactive and strategic approach will advance student learning and success of the underrepresented students and create more “home grown” success stories that escalate gains in college attainment and completion over time.

A new five-year strategic plan was developed and approved and will provide the Consortium with a blueprint for current and future activities. The new plan includes four strategic goals: (1) Strengthen & promote a collective regional voice that advocates for higher education in the Central Valley; (2) Continually reinforce & nurture a college-going culture in the Central Valley; (3) Lead efforts to improve student success & completion of post-secondary educational goals; and (4) Develop new partnerships & leverage existing relationships to support CVHEC goals.

CVHEC continued the successful College Next! bootcamps, as reported in the previous quarterly report. Additional boot camps have provided over 160 high school juniors, primarily from small rural high schools, with the opportunity to participate in a three- to four-day residential experience on the Fresno State campus that includes 30 hours of instruction designed to teach them how to get into college and succeed once they get there. The high school juniors were recruited from campuses in Fresno, Kings, and Tulare counties. The idea of attaining a college degree or advanced skills training was just a dream to many of the students, who would be the first generation in their families to go to school beyond grade 12. Boot Camp will translate their dreams into reality. The four day camp hosted at Fresno State prepared students for the college admission process. In addition, those students will be trained to become college opportunity ambassadors and go back and empower their high school peers. They will be visible on their campuses wearing T-shirts that state, “Ask Me How to Go.” The Consortium was funded by a grant from the Fresno Regional Foundation and the Walter Johnson Foundation. This highly successful program will continue, pending additional funding.

College readiness and career readiness continue to be top priorities and are consistent with the goals of the new strategic plan. CVHEC participation in the California Education Policy Fund, (CEPF) and Department of Labor projects came to a conclusion. We have invested two years in the capacity building of a region-wide standards and accountability that better prepares students to “be ready” and to succeed in college from the first assessment/ placement test through graduation. Consortium staff and college faculty completed a pilot project encompassing a series of innovative approaches to educational policy reform efforts focused on college readiness. The first priority was on assessment and placement into college English and math courses. Our pilot project policy reform efforts focused on interrelated educational areas and will utilize action-oriented advocacy as a comprehensive strategy to policy making. As a result, a streamlined, common assessment system was developed that has the

potential to revolutionize testing for students in the Central Valley region. Nine of the Central Valley Community Colleges and one college center (Modesto, San Joaquin Delta, Merced, Fresno City, Willow/International Center, West Hills, Coalinga, West Hills Lemoore, Porterville, Cerro Coso, and Bakersfield) participated in the pilot project. The tests are now going through the state validation and approval processes, and the data used in these processes come from the participating colleges. The reading test received preliminary approval from the state.

As previously reported, the Department of Labor TAACCCT Grant is grounded in Valley expertise and input from regional employers and county Workforce Investment Boards to transform the design, structure and delivery of education at 10 Central Valley Community Colleges. Our Board believes that our experience and research-based project can be replicated as a state and national model. CVHEC will continue to participate in the planning and facilitation of convergences over the next several months. to include all participating colleges and assist with the project evaluation.

The Consortium is unique in that it brings college and university leaders together with K-12 administrators to develop programs to expand and streamline job training, improve the college readiness of high school graduates, and regional alignment of curriculum. To this end, CVHEC collaborated with Fresno Area STRIVE and the Fresno Compact in a successful application for a Lumina Foundation Community Attainment grant. Participation in this prestigious program will enable the participating K-12 school districts, higher education institutions, and community organizations to significantly affect the college going rates, success rates, and degree completion of students in our communities. The participants in this grant program include Fresno Unified School District, Clovis Unified School District, Sanger Unified School District, Fresno State, Fresno Pacific University, Fresno City College, Reedley College, and Clovis Community College Center.

CVHEC entered into a contract with the Central Valley/Mother Lode Region to assist with the implementation of the California Community College Chancellor's Office Career Technical Education (CTE) Enhancement Fund Initiative. The Consortium planned and facilitated three regional convergences that brought together college CEOs, CIOs, CTE Deans, faculty, and Deputy Sector Navigators to establish decision-making and communication structures, plans to distribute regional CTE Enhancement funds, project approval processes, and regional convergences.

Partnership Work Group Quarterly Report

Work Group	Workforce Development
OCED Staff Liaison	Mike Dozier
Lead Organization(s)	Central California Workforce Collaborative
Lead Organization Contact	Blake Konczal
Reporting Period	4 th Quarter 2014 (Oct-Dec 2014)

The workforce investment boards which comprise the Central California Workforce Collaborative serve the unemployed and underemployed in 14 counties: Amador, Calaveras, Fresno, Inyo, Kern, Kings, Madera, Mariposa, Merced, Mono, San Joaquin, Stanislaus, Tulare, and Tuolumne.

During fourth quarter 2014, activities included:

1. Continuing roll out of the Veterans Employment Assistance Project (VEAP) - Fresno, Kings and Madera WIBs as grant partners. This grant trains returning vets as utility workers for PG&E.
2. Continuing roll out of the Central Valley Infrastructure Employment Project (CVIEP) – Fresno, Stanislaus, and Kern/Inyo/Mono WIBs as grant partners. This grant offers pre-apprentice training for referral to building trades unions working on the High Speed Rail Project and other public infrastructure projects. California State University – Bakersfield, Extended University Division agreed to partner with participating WIBs and Building Trades on the CVIEP to offer journeymen/apprentice union upgrade training.
3. Commencement of a Five County (Fresno, Kings, Madera, Merced, Tulare) Craft Path Survey Project funded by the Prop. 39 “Pre-Apprenticeship Support Training & Placement” Grant. The survey project maps out existing resources, policies and procedures employed by WIBs, Community Colleges, Community Action Agencies, the California Conservation Corps and Organized Labor and analyzes those practices to determine whether they help or hinder the pre-apprenticeship training and/or apprenticeship opportunities at building trades unions. The Craft Path Project will plan better articulation agreements between community colleges and building trades unions and offer training in the construction trades as early as fall 2015 at regional community colleges. The Fresno Regional Workforce Investment Board is acting as fiscal agent for the grant. The Five County Craft Path consortium will focus on what changes are needed to better effect a system for the recruitment, assessment, eligibility screening, training, and placement of clients as apprentices at building trades unions. An implementation grant will then use this information to create a sustainable system with special attention paid to college credit for some coursework taken by pre-apprentices/apprentices at union-run programs and building trades apprenticeship programs offering some credit for coursework taken at community colleges or other agencies.
4. Consideration of a Valley-wide “Slingshot” planning grant from the State of California WIB (CWIB). Valley WIBs have met with both the CWIB and its facilitator, the California Workforce Association, on this grant. Partners have been identified and possible targeted industry sectors are being discussed.
5. Continuing discussion of the ongoing effects of the drought with emphasis on identification of possible funding sources to train workers so dislocated. Input to representatives from the State of California – Employment Training Panel advocating their adoption of less restrictive rules on the drought funds they have been allocated.
6. Continuing consideration about the effects and impacts of the new Workforce Investment Opportunities Act.
7. Continuing planning and consideration of an American Apprenticeship Initiative Grant.

Partnership Work Group Quarterly Report

Work Group	Housing
OCED Staff Liaison	Jenna Chilingirian
Lead Organization(s)	San Joaquin Valley Housing Collaborative
Lead Organization Contact	Monica Palmeira
Reporting Period	4 th Quarter 2014 (Oct-Dec 2014)

The San Joaquin Valley Housing Collaborative (SVJHC) underwent administrative changes in the 1st and 2nd quarters, which resulted in new administrative roles for the California Coalition for Rural Housing (CCRH) as the lead partner. The Office of Community and Economic Development at Fresno State (OCED) provides support, ideas, and input where appropriate.

A planning committee of SVJHC board members, and CCRH and OCED staff conducted weekly conference calls to organize the 3rd Annual Affordable Housing Summit, Impacting Communities with Collaborative Community Development, which took place on Nov. 13, 2014, at the University of the Pacific in Stockton. The Affordable Housing Summit was made possible by the San Joaquin Valley Housing Collaborative in partnership with the Federal Reserve Bank of San Francisco, CCRH, and OCED.

The Housing Summit brought together professionals from around California to Stockton to bolster political advocacy for affordable housing in the San Joaquin Valley, to educate and empower each other on challenges and opportunities we face as a region, and to build traction for the San Joaquin Valley Housing Collaborative. Outreach has been targeted to local and regional government, affordable housing and community development professionals, financial institutions, and members in education and health communities.

Sponsors included the Fresno Housing Authority, Self-Help Enterprises, JPMorgan Chase, Federal Reserve Bank of San Francisco, Enterprise Community Investment, Inc., and the Northern California Community Loan Fund. Other notable supporters include Housing California, San Joaquin Valley Regional Broadband Consortium at Fresno State, Granville Homes, GRID Alternatives, Fresno EOC, and board members Ray M. Chavez and Denise Fletcher.

The day's discussion was organized around coordinating diverse aspects of community development into the concept and creation of affordable housing.

The 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.

Partnership Work Group Quarterly Report

Work Group	Sustainable Communities
OCED Staff Liaison	Jenna Chilingirian
Lead Organization(s)	San Joaquin Valley Regional Policy Council
Lead Organization Contact	Rob Terry, Fresno Council of Governments
Reporting Period	4 th Quarter 2014

Staff and local agencies continued to be involved in Valley-wide efforts to improve sustainability and smart growth planning. As part of these efforts, local agencies participated in meetings related to the Valleywide Greenprint, attended local planning meetings, and continued the San Joaquin Valley Blueprint planning process.

The Metropolitan Planning Organizations (MPOs) continued to meet and discuss the next steps for the first phase of the Greenprint process. Outreach strategies were identified and implemented, and types of data to display on the maps has been discussed and agreed upon. Greenprint Phase I was approved by the MPOs and the Regional Policy Council (RPC) in October. The Strategic Growth Council will review and approve Greenprint Phase I for implementation. MPOs, RPC, and the Valley Planner's Network have moved to discuss and review Greenprint Phase II, set to kick-off in January 2015.

As part of the Blueprint process, the Office of Community and Economic Development at Fresno State (OCED) solicited nominations for the Blueprint Awards Ceremony, which was held on October 3, 2014 at the Fall Policy Conference in Visalia. The purpose of the Blueprint Awards Program is to encourage quality in planning and development and to increase the public's awareness of the San Joaquin Valley Blueprint by recognizing outstanding achievements and practices in the built environment. Award categories included Sustainable Development (i.e. commercial, mixed use, downtown revitalization, transportation, and historic district) and Darrel Hildebrand Blueprint Leadership Award. Award recipients were as follows:

MIXED USE PROJECTS

Award of Excellence: Self-Help Enterprises, Goshen Park Village (Goshen, CA)

Award of Merit: City of Lemoore, Lemoore Recreation Center (Lemoore, CA)

DOWNTOWN REVITALIZATION PROJECTS

Award of Excellence: Granville Homes, Crichton Place (Fresno, CA)

Award of Merit: City of Waterford, Downtown Waterford Beautification (Waterford, CA)

HISTORIC DISTRICT PROJECT

Award of Excellence: Granville Homes, Bungalow Court (Fresno, CA)

TRANSPORTATION ENHANCEMENT PROJECT

Award of Merit: City of Woodlake, Whitney Transit Center (Woodlake, CA)

COMMERCIAL PROJECT

Award of Excellence: M Street Arts Complex, Granville Homes (Fresno, CA)

DARREL HILDEBRAND BLUEPRINT LEADERSHIP AWARD

Barbara Steck, Former Deputy Director (Retired), Fresno Council of Governments

Fresno COG and AECOM developed a Valley-wide fiscal impacts assessment tool, IMPACs, which will be 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 is also conducting a study that will analyze the feasibility of infill development in Fresno and the Valley. Both of these items were completed in October.

The online "Planners Toolkit" was also regularly updated with planning documents and templates related to smart growth.

Partnership Work Group Quarterly Report

Work Group Water Quality, Supply & Reliability

OCED Staff Liaison Ismael Herrera

Lead Organization(s) California Water Institute

Lead Organization Contact Sarge Green

Reporting Period 4th Quarter 2014 (Oct-Dec 2014)

The California Water Institute (CWI) continued to participate in drought responses and to develop strategies to improve water management in the San Joaquin Valley.

CWI continues to execute special contracts on water management activities which aid the Valley's eight counties in attaining Partnership shared goals: 1) improve groundwater conditions and management; 2) improve disadvantaged community water supplies; 3) achieve a healthy Delta and a Valley-wide water management plan. This quarter's special contract work is an ongoing effort with Stanislaus County for its ground water ordinance on export and overdraft. The contract has been extended through the second quarter of 2015 to assist in revising the original ordinance and the programs supporting the ordinance. The revision was adopted by Stanislaus County in October of this quarter. A second contract was added to develop a similar groundwater ordinance for Merced County. Merced County proposes to adopt their ordinance to regulate wells in early 2015.

As a result of the adoption of the new "Sustainable Groundwater Management Act of 2014" signed by the Governor in September, we participated in a panel discussion at the quarterly Partnership Board meeting in December to report on the potential impact of the new law and the activities in the two counties. Partnership Board member DeeDee D'Adamo participated in the presentation as the representative of the State Water Resources Control Board. The item included what was in the law and what the implementation process might look like. The law will likely cause reduction of groundwater use in some areas of the Valley so as to attain sustainability. The result may be economic impacts to agriculture and the Valley from reduced availability of water supplies.

A regional effort on water issues continues with leaders from throughout the eight Valley counties and other organizations with a Valley focus or interest. Among the efforts is the continuation of the development of a report on underground water recharge improvement involving mapping and quantification of recharge capacities in the Valley.

Other "Valley Water Plan" activities this quarter include continuing to work with the US Bureau of Reclamation on the Central Valley Basin Study. The "Basin Study" is a planning effort designed to assess both current and future water supply sources and uses and the impact climate change may have on both of those conditions. The study can then be used to develop strategies to deal with climate change.

The above efforts support the overall goals defined in the Valley Water Plan strategic effort adopted in 2009.



California Partnership for the
San Joaquin Valley

A RESOLUTION OF THE CALIFORNIA PARTNERSHIP FOR THE SAN JOAQUIN VALLEY IN SUPPORT OF THE UNIVERSITY OF CALIFORNIA, MERCED 2020 PROJECT TO EXPAND ACCESS TO UC-ELIGIBLE STUDENTS IN THE SAN JOAQUIN VALLEY, AND THROUGHOUT CALIFORNIA, AS WELL AS TO PROMOTE ECONOMIC DEVELOPMENT IN THE CENTRAL VALLEY.

WHEREAS the California Partnership for the San Joaquin Valley ("Partnership") was established by Executive Order S-22-06 to focus attention on one of the most vital, yet challenged regions of the state and implement changes that would improve the economic well-being of the Valley and the quality of life of its residents; and

WHEREAS the growing population of the San Joaquin Valley requires a prosperous economy, a quality environment, and social equity. Part of achieving these goals is to grow a diversified, globally competitive economy supported by a highly skilled workforce through higher education opportunities within the San Joaquin Valley while implementing creative and collaborative solutions to region-wide infrastructure challenges; and

WHEREAS UC Merced opened Sept. 5, 2005, as the newest campus of the University of California system and the first American research university of the 21st century, significantly expanding access to the UC system for students throughout the state, with a special mission to increase college-going rates among students in the San Joaquin Valley, while serving as a major base of advanced research, a model of sustainable design and construction, and a stimulus to economic growth and diversification throughout the region, providing a significant economic boost to our community, creating thousands of construction jobs and nearly 800 permanent jobs on campus, with UC benefits and wages; and

WHEREAS UC Merced is facing growing demand from students to attend the campus, leading the UC system in each of the following measures: 97% of its undergraduates come from California, a majority come from low-income families that receive federal Pell grants, and most are the first in their families to attend a four-year institution; and

WHEREAS UC Merced "2020 Project" is a comprehensive, master-planned development that will provide the critically needed facilities and infrastructure to support a campus enrollment of 10,000 students. It employs a delivery strategy that combines all elements of capital development into an integrated approach, enabling the university to seek economies of scale, to price the lifecycle cost of the facilities and transfer risk. In scale, scope, and intent, the "2020 Project" represents the most significant initiative for the Merced campus since its founding, and an opportunity to demonstrate the functional and financial benefits of an alternative delivery strategy.



California Partnership for the
San Joaquin Valley

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the California Partnership for the San Joaquin Valley strongly supports the “2020 Project” to expand access to a UC-quality education in the San Joaquin Valley and throughout California, as well as to promote economic development in the Valley;

- a) Enable UC Merced to continue to deliver on its promise to serve the Valley and meet growing demand from UC-eligible students with the goal of expanding access in the San Joaquin Valley and throughout California; and
- b) Provide sufficient facilities to accommodate 10,000 students by the end of the decade, a critical number that will allow the campus to achieve a sustainable financial approach; and
- c) Create a community of scholars that integrates students, faculty and staff, meeting multiple needs and creating synergy within a mixed-use, living-learning environment while supporting new approaches to multi-disciplinary learning and research; and
- d) Make most effective use of available land from both a logistical and cost perspective, driven by the goal of doubling the size of academic program space, creating approximately 1 million assignable square feet in new teaching, research and residential facilities on a university-owned site adjacent to the existing campus; and
- e) Serve as an ambitious initiative to expand a modern research university cost-effectively and rapidly using an innovative and highly efficient approach to delivery that makes the most prudent use of public dollars and takes advantage of private-sector efficiencies; and
- f) Introduce an innovative approach known as “Design-Build-Finance-Operate-Maintain” (DBFOM), based on the recommendations of the Urban Land Institute, allowing the university to maintain ownership of the site and buildings throughout the project, while a private-sector partner designs, builds, finances, operates and maintains the buildings for the long-term life of the contract;
- g) Maintain its commitment to serving as a model of sustainable development for the world in California’s fastest-growing region, consistent with UC Merced’s goal of achieving zero net energy, zero landfill waste and zero net greenhouse gas emissions (“Triple Net Zero”) status.
- h) Deliver significant economic-development benefits to the San Joaquin Valley – and to the state of California– estimated at nearly \$1.9 billion in the Valley, and almost \$2.4 billion statewide, including the creation of hundreds of new permanent positions across our campus along with more than an estimated 10,000 construction jobs in the Valley and 12,600 construction jobs statewide.

PASSED APPROVED and ADOPTED THIS 20th day of March 2015, by the board of the California Partnership for the San Joaquin Valley.

Career Technical Education in the San Joaquin Valley

Draft—031115

Offered to Spark Conversations by Mike Betts & Deborah Nankivell

It is the purpose of this paper to identify some of the complex issues behind the shortcomings of existing approaches to CTE, stimulate constructive, respectful community conversations, and to make recommendations for a new approach. One that we believe has great promise to produce a CTE eco-system that will bring pride to educators, a qualified workforce for industry, expanded opportunities for students and higher per capita income in the communities of the Valley.

Our future depends upon revitalization of the notion best equipped for restoring vigor, rigor and prosperity—Career and Technical Education (CTE). Because it's the natural intersection of human and economic development, the gains can be great on many levels. However, to do so, employers, public institutions, and communities must be held accountable for providing the underlying conditions that empower educators to develop capable, responsible, and committed citizens. This is true throughout much of America, but it's especially relevant in the San Joaquin Valley. Accordingly, the question becomes what must we do to create a world-class CTE eco-system that is lean, responsive, and provides education and skills required by the employers of the San Joaquin Valley?

Following two years of discovery, it is our assessment that we already have many of the assets necessary to produce a world class CTE eco-system. While there is still much to learn, we have been encouraged by what we have seen and the quality of the people we have interviewed. Yet still more is attainable.

What our community must do now is develop an effective partnership between industry, education, other public institutions, and families and students, which leads to an investment worthy, public private platform built on mutual respect and a shared vision. We need a partnership with effective governance, fact-based oversight, data driven solutions and outcomes, a collaborative spirit, and a commitment to excellence. We imagine a “the buck stops here” partnership that seeks continual innovation and renewal, and pursues and demands outcomes and answers from all the key stakeholders.

Most importantly, though, we must also change the culture around CTE. Throughout the globe, where CTE is done well it is also done within a deeply ingrained culture of commitment, responsibility and excellence practiced by all who touch the system. Where that exists, the results are remarkable. We believe that's within our grasp, if we will only commit to work together to attain it; and stay with it until it's deeply ingrained within our culture as well.

In pursuit of all the above, industry and education along with other key stakeholders are all part of the solution because each of the partners has unique skills,

experiences, and resources that are essential for success. None can build a winning CTE eco-system alone.

We believe the timing is right to make major progress on a CTE initiative. Industry is prepared to shoulder its share of the responsibility and to collaborate with educators to forge a new way forward. Likewise, educators are anxious to work with industry so their students are prepared from the “get-go” and have the right mix of education, skills and work-experience to obtain employment with local industry.

Our community has been working for years to learn new collaborative models to address local issues. We largely already know what to do; and, what we don’t know, we will figure out in progress. We are now ready to execute, to apply those skills to design and implement a world class CTE eco-system that is integrated, consistent, and effective.

Critical Elements of Success

I. A World Class CTE Eco-System is a Whole Community Responsibility

Families are a child’s first teachers and ensuring that they are equipped with the knowledge to prepare their children for school will empower them to excel when they first walk through the doors. For children with challenges, finding better ways of aligning resources from nonprofits and the faith community to intervene and address deficits will benefit all parties. For too long we have relied on our education system to heal, feed, develop, protect and guide our children while at the same time expecting that same system to educate them at high standards. Education is a whole community, life-long responsibility that must involve all residents to be successful.

II. In the San Joaquin Valley effective Industry Clusters Are Vital

With few exceptions, most companies in the San Joaquin Valley are small and midsize. They generally do not have the internal resources to effectively advocate for their industry nor participate in a range of CTE opportunities. By forming a cohesive industry cluster, companies can support one another and learn about the most effective approaches to partnerships.

To build a collaborative and supportive CTE eco-system, it is critical for both industry and education administrators and faculty to be active participants and supporters of the clusters. High-functioning clusters will build a vibrant learning community in which new ideas are incubated and aggregated, and new jobs are created. But most importantly, will help in building a strong collaborative and synergetic relationship amongst various Economic and Workforce Development stakeholders and the broader community.

III. English Along with Additional Languages Are the Language of Employment and Promotion

There have been various approaches to ensuring that as many as possible speak English. In most cases the ability to speak and write fluently in English and additional languages determines the level at which one will succeed in school and in the workplace in our increasingly diverse society and global marketplace. Those speaking multiple language are of increasing importance to employers in all sectors. It is vital that we assess resources currently devoted to this goal, align them, leverage them and fill any gaps remaining if we are to have a strong workforce, with more personal opportunities available to all.

IV. Commitment to Accountability

While some may believe education is an entitlement and others believe it is a personal responsibility, a common ground is accountability. Those who enter a system have a responsibility to all others and the community to aim for excellence and continuous improvement. Every sector needs qualified, committed employees. The time to demonstrate a work-ethic and learn about workplace cultures is prior to entering the workplace. Educators must play a larger role in fostering accountability, specifically merit-based placement, high standards and expectations regarding timeliness, civility, teamwork and other attributes valued in the workplace and community.

V. Employers Must Be Engaged at the Level of Design, Funding and Execution

For years we have expected the education system to single-handedly prepare a high-functioning and plentiful workforce. However, with rapid changes in every field, employers have been playing a much larger role by default in preparing their own workforce. With the rapid changes in technology and faster integration into modern workplaces, it has become challenging for education to keep up. The equipment is expensive and changeable, curriculum updates are more rapid, and most importantly the fundamental education level to be successful in modern day workplaces is much higher and complex than traditional vocational education.

To keep up with the changes and prepare students with the appropriate skills required by industry, faculty and teachers will need to continue to update their own skills at a like rate. For that reason it is vital that instructors must move in and out of industry easily and curriculum alignment be done in real time. And, industry must facilitate and also be accountable for all of this.

Employers must develop stable and sufficient internships, apprenticeships and other work-based learning opportunities and introduce the world of work to students beginning in the early grades. Active partnerships with educators are required to foster these opportunities. This will require “connectors” who speak

both languages to be effective and to ensure good matches. These connectors are often the missing link between resources and needs. Events, classroom visits, tours—there are many ways for students to learn about the myriad of employment possibilities that fit their dreams and abilities. However, without a high-functioning team of *business and education development managers*, we will not build the sturdy, ongoing bridge that lasts beyond personalities, grants and policy changes.

Furthermore, to meet the demand of today's workforce it is extremely important for community colleges to offer courses that are both conducive to work schedules and also provide reasonable opportunities to up-skill and re-skill as necessary for students to progress in their chosen career pathway. Colleges must prepare students with industry needed skills and short term certificates that are stackable and are available without participating in a multiyear degree programs. Having such practices is critical for students needing quick access to a quality job and juggling multiple responsibilities. A short term sequence of courses with qualifications aligned with apprenticeship opportunities are ideal, recognizing that some may decide to pursue a degree program at a later time.

Too many students drop out and then attempt to re-enter through remedial programs, missing critical developmental steps and facing a wide-range of barriers as a result. Employers have learned to rely on a temp-to-hire system to protect themselves from bad hires, often leaving job seekers with an uncertain future and churn. To address similar issues we foresee a world-class CTE ecosystem that is deeply rooted in core education and connected directly with employers.

VI. *Curriculum Must Be Current, Relevant, Transferrable and Uniform*

Our research also revealed that there is too little consistency amongst the CTE courses/programs offered by community colleges, thus making it challenging for both students and employers. Students who obtain CTE certificates or degrees from one community college are most likely not to receive credits from another community college. Furthermore, there is no consistency in preparation of students from one college to another for the same occupations e.g. Industrial Maintenance Mechanic. Industry expects that there is some uniformity in the preparation of students amongst colleges so they can expect some consistency when sourcing workforce from various colleges.

As mentioned earlier it is extremely important for students to have the right education and training, i.e. industry supported and approved curriculum, and qualified and experienced faculty/teachers to provide the education and training. Industry advisory boards can help update and develop new curriculum, but expects the education system to be responsive in preparing students accordingly with the up to date curriculum with appropriate support services for students to be successful.

Furthermore, it is desired to have competency based curriculum which assures that student preparation is validated to meet the desired standards and will also serve as a feedback for the faculty to adjust the curriculum and prerequisites. Having a standard and aligned curriculum will enable the education system (K-14) to develop pathways from high schools.

VII. 24/7 Utilization of Community Assets

Given the higher costs of CTE instruction due to equipment and costs to hire qualified industry professional instructors, every opportunity to leverage public and private assets should be explored. Given the different times youth and adults are typically available for training, school-based sites, joint ventures between institutions, and public private partnerships could all be connected to make the most of community assets to free resources that can be invested in updating. Furthermore, systematic issues preventing the achievement of stated objectives must be faced with honesty, urgency, and strong action, as the cost of no-action will continue to degrade our competitiveness to compete in the global market.

Another opportunity that will require community wide participation to maximize is after-school hours. This is the time where students can be offered enhancing experiences or be left on their own. Some specific examples at different stages include:

Elementary: First Lego League Robotics.
Middle and High School: Science Olympiad
High School: Science Olympiad and Robotics

VIII. Contract Ed for Specific Companies and Clusters

An approach to fill gaps, test curriculums and respond quickly is contract education wherein a company partners with an educational institution to fulfill a specific need. These contracts could include a mix of technical skills soft skills, and English language training where needed. Given the size of companies in the San Joaquin Valley, this approach could be expanded to fill industry sector needs.

It is also very critical to consider all possible options during the designing of the contract education course and programs so the student can obtain college credits which later can enable students to obtain college degrees or other recognized certification.

IX. Priority Registration Based Upon Merit and Work Status

Time-to-placement impacts both employers and job seekers. Students who have demonstrated commitment through grades and attendance, and those who are incumbent workers and apprentices should be given priority registration.

Currently students who enroll in CTE courses typically do not go through a pre-entry assessment and which can lower the quality of the education as a whole, while potentially prohibiting an academically strong and well prepared student from enrolling in the course.

It has also been discovered that many students enroll with no intention of completing the courses and as soon as they receive the financial aid, they stop coming to the class thus adversely affecting the whole system.

X. *Vertical Alignment of Curriculum, Policies, Funding and Customization*

A hazard of hierarchy creates dysfunction between what is actually happening at ground level execution and what those attempting to guide the system know. Indirect communication cannot compare with direct experience. As California is a state of very diverse regions with different industry strengths and social conditions, few policies lend themselves to one size fits all although standards must be uniform. It is vital to achieve curricular alignment between K-12 and post-secondary education in order to ensure clear pathways, shared resources and convergence with Common Core. Any “world class” system will recognize these anomalies and resolve them.

XI. *Reality Check and Cultural Transformation—Advancing a European Approach*

Since the founding of the country there have been contentious conversations about the purpose of education and the principles underlying economic constructs. A seminal work by John Gardner; *“Excellence; Can We Be Equal and Excellent, Too?”* is an attempt at a rational conversation about issues many would prefer to avoid. Our refusal to confront the changing global economy, the variances of ability, motivation and performance of students and the importance of social/emotional development along with a commitment to a social contract based upon stated American values has left many communities with too many un-or-under-employed, a weakened and inadequate workforce and employers without the people they need to succeed. Not to mention the social and psychological problems which manifest from those conditions.

The Europeans, most notably the Swiss and the Germans, have a longstanding history of deeply honoring work of artisans and skilled technicians along with those who are better suited to various professions. Business, government and education, and family work together to ensure that students find the right fit and employers participate in their training. There are shared expectations and acknowledged responsibilities for all who participate in or gain from that system. A community needs excellence across all posts whether one competes in the global economy or is committed to the most compassionate care as a hospice worker.

XII. Center for Advanced Research and Technology (CART)

Our community is fortunate to already have an outstanding example of project based learning and the results of education and business working together. Not only that, CART is an example of two districts working together to leverage resources on behalf of the entire community. It offers a professional environment where students and staff from very different districts serve both students and employers. CART offers an inspiration and building block.

XIII. The Change Needed Is Urgent and Critical

We believe developing a world class CTE system is the predominate opportunity of our times; and one which by far offers the best avenue for quantum advancement for our Valley, our residents, and our economy. We understand that change of this magnitude is very hard and likely disruptive. However, we contend that in the end virtually all participating stakeholders will realize substantial tangible benefit.

In this paper we have identified some early issues and opportunities; however, we know that it's just a start. There is much learning and system rationalization still to be done. Nonetheless, good, smart people from all relevant sectors have agreed to join in this effort, and substantive success is clearly attainable if we think and act together with urgency.

The stakes are too high to do otherwise.

Next Steps

Our intentions with this document are multiple. Two years ago we began an exploration of our CTE assets in our community and have been amazed by the quality, quantity and the level of commitment by those engaged. We also learned how few know about them, how fragmented, and as a result underdeveloped, some are, and what an extraordinary opportunity we have to align and leverage them to achieve significant impact across every critical issue. As noted above, we have come to believe that CTE is perhaps the most vital and attainable bridge there is to a prosperous, healthy and unified community.

Our next steps include:

1. Leading a strategic planning process with our educational and community partners to deepen everyone's understanding of our assets, gaps and opportunities.
2. Align major events aimed at industry cluster growth and workforce development in order to strengthen partnerships and unify efforts.
3. Seek feedback from all sectors to the ideas and recommendations in this paper so that we can enhance it and produce its next iteration.

4. Work with our regional and state level partners via the California Stewardship Network and California Forward to foster a culture that supports CTE and empowers regional customization where it is essential for success.

For more information or to engage, please email dnankivell@fresnobc.org