



California Partnership for the
San Joaquin Valley

2016 ANNUAL REPORT



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FRESNO
STATE[®]

Community and
Economic Development

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Dear Governor Brown and Members of the Legislature:

We proudly present the 2015-2016 Annual Report of the California Partnership for the San Joaquin Valley. This report begins where our 2014-2015 Annual Report concluded and covers in detail the numerous efforts the Partnership has made throughout the past year.

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

The Partnership continues to build on already established programs and initiatives to connect and collaborate with public and private sector partners throughout the Valley to address the economy, the environment and social equity. This year, the Board adopted seven priority goals: Water Supply and Quality, Greenhouse Gas Reduction Funding, Higher Education, San Joaquin Rail Service, San Joaquin Valley Regional Industry Clusters Initiative (RICI), Broadband, and Health.

RICI is one of our special projects and is now in its third year. This initiative connects workforce and economic development professional, community colleges, universities, and nonprofit/professional organizations with businesses in Manufacturing, Energy, Water Technology, Agriculture, and Health and Wellness. The Partnership, in cooperation with Fresno Business Council, held the second annual Manufacturing Summit in Fresno in March 2016. As a result of these efforts, the San Joaquin Manufacturing Alliance was formed to bring together manufacturers and public resource providers to address the needs of our manufacturers.

The federal Investing in Manufacturing Communities Partnership (IMCP) designation called Central Valley AgPLUS is a 28-county region focusing on food and beverage manufacturing and emphasizes its federal investment within the region. The Partnership Secretariat is the lead applicant for the designation and the point of contact for the region. Partners in this effort include Chico State, Valley Vision (Sacramento) and Central Sierra Economic Development District.

San Joaquin Valley Regional Broadband Consortium (RBC) established in 2012 is a Partnership initiative dedicated to accelerating the deployment, accessibility, and adoption of broadband within the San Joaquin Valley. RBC has completed the third year of its three-year California Emerging Technology Fund "Get Connected! San

Joaquin Valley" grant (\$600,000). The program's mission is to expand and advocate for broadband adoption in the Valley's underserved urban and rural communities. To date, more than 2,000 new Internet adoptions have been documented in the Valley and 2,300 adults have been trained in Digital Literacy.

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

We would like to thank the James Irvine Foundation and the U.S. Economic Development Administration for their financial support. The Irvine Foundation renewed its two year commitment to the Partnership in 2013-2014 and continues to be the only direct, specific funding received by the Partnership. We applaud their foresight in investing in this worthwhile effort. We also want to thank everyone who has contributed their time and expertise to our 10 work groups.

Valley residents and partners should be encouraged by the connection, collaboration and advocacy in the past year. By working together to achieve the Valley's potential as California's 21st Century Opportunity, the Partnership continues to craft and implement a vision of the San Joaquin Valley which was not previously thought possible.

Mayor Ashley Swearengin
Partnership Chair
City of Fresno

Secretary Karen Ross
Partnership Deputy Chair
California Department of
Food and Agriculture

Ms. Luisa Medina
Partnership Deputy Chair
Development Director
Central California Legal Services, Inc.

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Data provided by

Department of Geography and City and Regional Planning in the College of Social Sciences at Fresno State

McKinsey & Company, San Francisco

Program Leadership & Partners

BOARD OF DIRECTORS

Ashley Swearingin
Partnership Chair
Mayor of Fresno

Secretary Karen Ross
Partnership Deputy Chair
California Department
of Food & Agriculture

Luisa Medina
Partnership Deputy Chair
Central California
Legal Services

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California Health & Human Services Agency

Secretary Brian Kelly
California Transportation
Agency

Secretary John Laird
California Natural
Resources Agency

Secretary David Lanier
California Labor & Workforce Development
Agency

Secretary Alexis Podesta
California Business, Consumer
Services & Housing Agency

Secretary Matthew Rodriguez
California Environmental Protection Agency

James A Aleru
James A Aleru, CPA

Lynne Ashbeck
Community Medical Centers

Panorea Avdis
Governor's Office of Business and
Economic Development

Steve Bestolarides
San Joaquin County Assessor's Office

Vito Chiesa
Stanislaus County Board
of Supervisors

Elaine Craig
Representative, Central California
Workforce Collaborative

DeeDee D'Adamo
Liaison, California Water Resources Control Board

Amarpreet Dhaliwal
San Joaquin City Council

Randy Dodd
Adventist Health - Central Valley Network

Lee Ann Eager
Representative, California Central Valley Economic
Development Corporation

John Eisenhut
Representative California Air Resources Board

Bryn Forhan
Liaison, San Joaquin River Conservancy

Frank Gallegos
Central California Business Finance Group

Mike Gallo
Joseph Gallo Farms

Andrew Genasci
California Farm Bureau Federation

Carole Goldsmith
Fresno City College

Pat Gordon
JBT Corporation

Harold Hanson
Bakersfield City Council

Genoveva Islas
Cultiva La Salud

Carlton Jones
Tulare City Council

Daniel Leavitt
San Joaquin Valley Regional Rail Commission

Dorothy Leland
Representative, Central Valley
Higher Education Consortium

Andrew Mendoza
Kaiser Permanente Central Valley

David Nelson
A.G. Spanos Companies

Joe Oliveira
Gustine City Council

Suzi Picaso
Milan Institute

Billy Powell
Representative, San Joaquin Valley Labor
Organizations

Francisco Ramirez
Hanford City Council

Mary Renner
Representative, Central
Valley Health Network

Max Rodriguez
Madera County Board
of Supervisors

Luis Santana
Reading and Beyond

Gary Serrato
Fresno Irrigation District

Ted Smalley
Tulare County Association
of Governments

James Tague
Gazelle Transportation, Inc.

BOARD ADVISORY

Jennifer Carlson
Manufacturers Council of the Central Valley

Diane Howerton
UC Merced Small Business Development Center
Regional Network

Glenda Humiston
University of California Division of Agriculture &
Natural Resources

Laurence Martin
Ernest & Julio Gallo Winery

Robert Tse
U.S. Department of
Agriculture Rural Development

STRATEGIC PRIORITIES PARTNERS

WATER SUPPLY & QUALITY

California Water Institute
Fresno State
Sarge Green, Program Director

SAN JOAQUIN RAIL SERVICE

San Joaquin Regional Rail Commission
Dan Leavitt, Regional Incentives Manager

GREENHOUSE GAS REDUCTION FUNDING

Office of Community & Economic
Development
Fresno State
Jenna Chilingierian, Program Manager

HIGHER EDUCATION

Central Valley Higher Education Consortium
Dr. Benjamin Duran, Acting Executive
Director

REGIONAL INDUSTRY CLUSTERS INITIATIVE

Office of Community & Economic
Development
Fresno State
Karmjot Grewal, Industry Development
Manager

BROADBAND

San Joaquin Valley Regional Broadband
Consortium

Office of Community & Economic
Development
Fresno State
Shelby Gonzales, Finance Director

HEALTH

Office of Community & Economic
Development
Fresno State
Karmjot Grewal, Industry Development
Manager

WORK GROUP PARTNERS

AIR QUALITY

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

ECONOMIC DEVELOPMENT

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

ENERGY

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

HOUSING

San Joaquin Valley Housing Collaborative
Alicia Sebastian, Housing and Community
Development Director
California Coalition for Rural Housing

PREK-12 EDUCATION

Central Valley Educational Leadership Institute
Fresno State
Virginia Boris, Executive Director

SUSTAINABLE COMMUNITIES

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

WORKFORCE DEVELOPMENT

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

SECRETARIAT

OFFICE OF COMMUNITY & ECONOMIC DEVELOPMENT, FRESNO STATE

Mike Dozier
Executive Director

Ismael Diaz Herrera
Associate Director

Shelby Gonzales
Finance Director

Erik Cherkaski
Project Coordinator

Jenna Chilingierian
Program Manager

Eduardo Gonzalez
Fresno State SBDC Director

John Gonzalez
Project Coordinator

Karmjot Grewal
Industry Development Manager

Marcia Martin
Communications Coordinator

Emily Pasquarelli
Office Coordinator

Felipe Perez Perez
Project Coordinator

Jena Rodriguez
Communications Assistant

Wilma Satterberg
Fiscal Analyst

David Vazquez
Project Assistant

Executive Summary

The Office of Community and Economic Development at Fresno State (OCED) is uniquely positioned as the Secretariat for the Partnership to serve the region and align university resources with San Joaquin Valley initiatives. OCED programs, communications and key relationships with internal and external stakeholders provide a platform for leveraging those resources. Partnership activities for the period July 2015 through June 2016 are highlighted in this section.

ADMINISTRATION REPORT

PARTNERSHIP BOARD

The Partnership Board adopted seven new priorities with goals and implementation steps at their regular meeting in December. This is the second time that the goals established in the original 2005 Strategic Action Proposal have been reviewed and altered. The activities of the original 10 work groups will continue as before. However, the Partnership's top priorities for 2016-2018 are Water Supply and Quality; Green House Gas Funding; Higher Education; San Joaquin Rail Service; Regional Industry Cluster Initiative; Broadband; and, Health.

SAN JOAQUIN VALLEY HOUSING COLLABORATIVE

The Partnership Secretariat serves as the co-administrative lead of the San Joaquin Valley Housing Collaborative (Collaborative), a 501c3 regional collaboration of public and private housing experts and stakeholders from the eight-county region that serves as a forum to identify, discuss, and address housing issues and challenges. The Collaborative held its fourth Affordable Housing Summit in Fresno, in August. The Summit attracted more than 150 professionals from city, county and nonprofit organizations from throughout the Valley. The Housing Collaborative Board with representatives from each of the eight counties meets quarterly.

SAN JOAQUIN VALLEY REGIONAL BROADBAND CONSORTIUM

The San Joaquin Valley Regional Broadband Consortium (Consortium) received funding from California Public Utilities Commission to bring broadband infrastructure to unserved and underserved communities in the eight-county region. The Consortium is receiving \$150,000 a year for three years. The Consortium has worked to address digital literacy and increased access to the internet through affordable subscription. Over the past year, 714 primarily disadvantaged individuals have received Digital Literacy Certificates from the Fresno State Parent University program.

SAN JOAQUIN VALLEY REGIONAL INDUSTRY CLUSTERS INITIATIVE

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

The Manufacturing Cluster held its second Manufacturing Summit in March. There were more than 500 attendees and 65 exhibitors. The success of the Summit and increased activity of the Cluster and the Fresno Business Council helped to create of the San Joaquin Valley Manufacturing Alliance. The Alliance is being run by Fresno Business Council with assistance from Partnership Secretariat staff. The Alliance has more than 400 members.

The Energy Cluster worked the Sustainable Energy Roadmap program to help local jurisdictions set and pursue goals related to Water conservation, smart growth, transportation, land use and energy. Fourteen Valley jurisdictions signed up and participated in this program, receiving technical, tailored guidance. The Cluster hosted a Clean Energy Summit in Visalia. Community Choice Energy and clean transportation were among the topics of event breakout sessions. Scholarships were awarded to high caliber students choosing to pursue careers in clean energy and alternative fuels. Since 2014, the Cluster has awarded more than \$25,000 in scholarships.

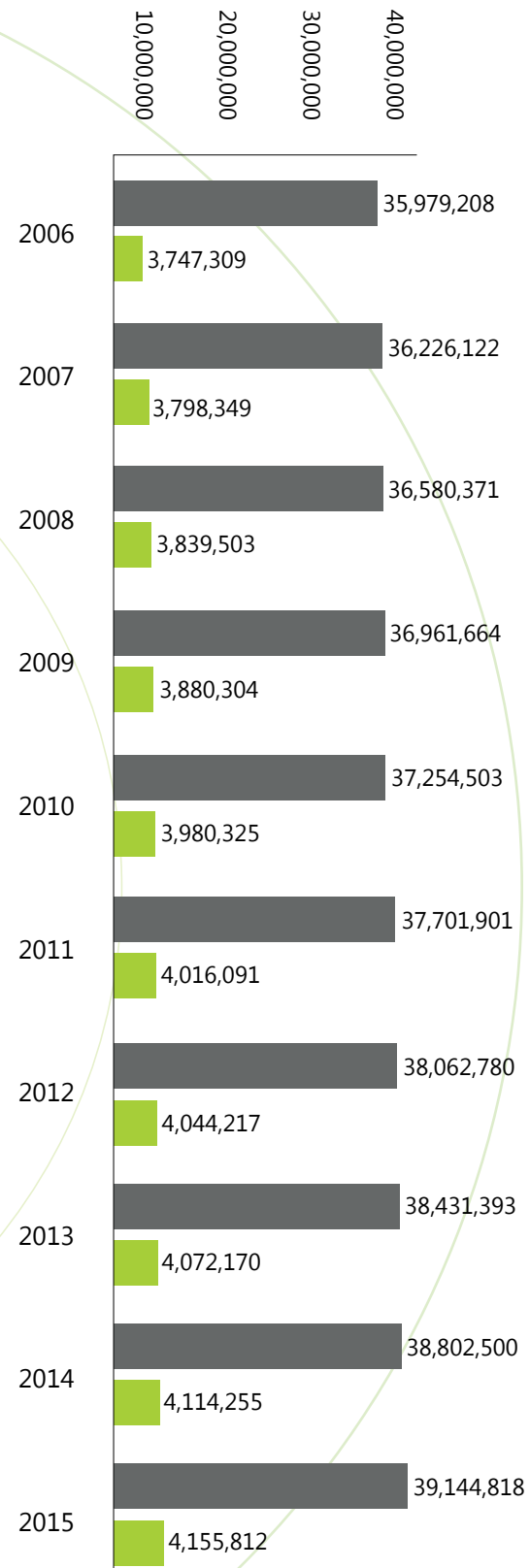
CENTRAL VALLEY AGPLUS

The leadership of Central Valley AgPLUS, the Investing in Manufacturing Communities Partnership (IMCP) designation, held their initial regional meeting in Sacramento in November 2015. The meeting brought together all the partners

within the four regions - San Joaquin Valley, Greater Sacramento, Northern California, Central Sierra - encompassing 28 counties to discuss the goals and implementation steps for the designation and to establish Pillar Task Forces. Partnership staff led this effort in cooperation with Chico State, Valley Vision, and Tuolumne County Economic Development Authority. The Central Valley AgPLUS objective is to advance the region's agriculture-related manufacturing economy transforming raw goods into value-added products, and aligning effectively with other Partnership activities currently under way. The AgPLUS website was created and tracks the progress of the collaboration as well as amount of funding invested in the region.

Population | Numbers

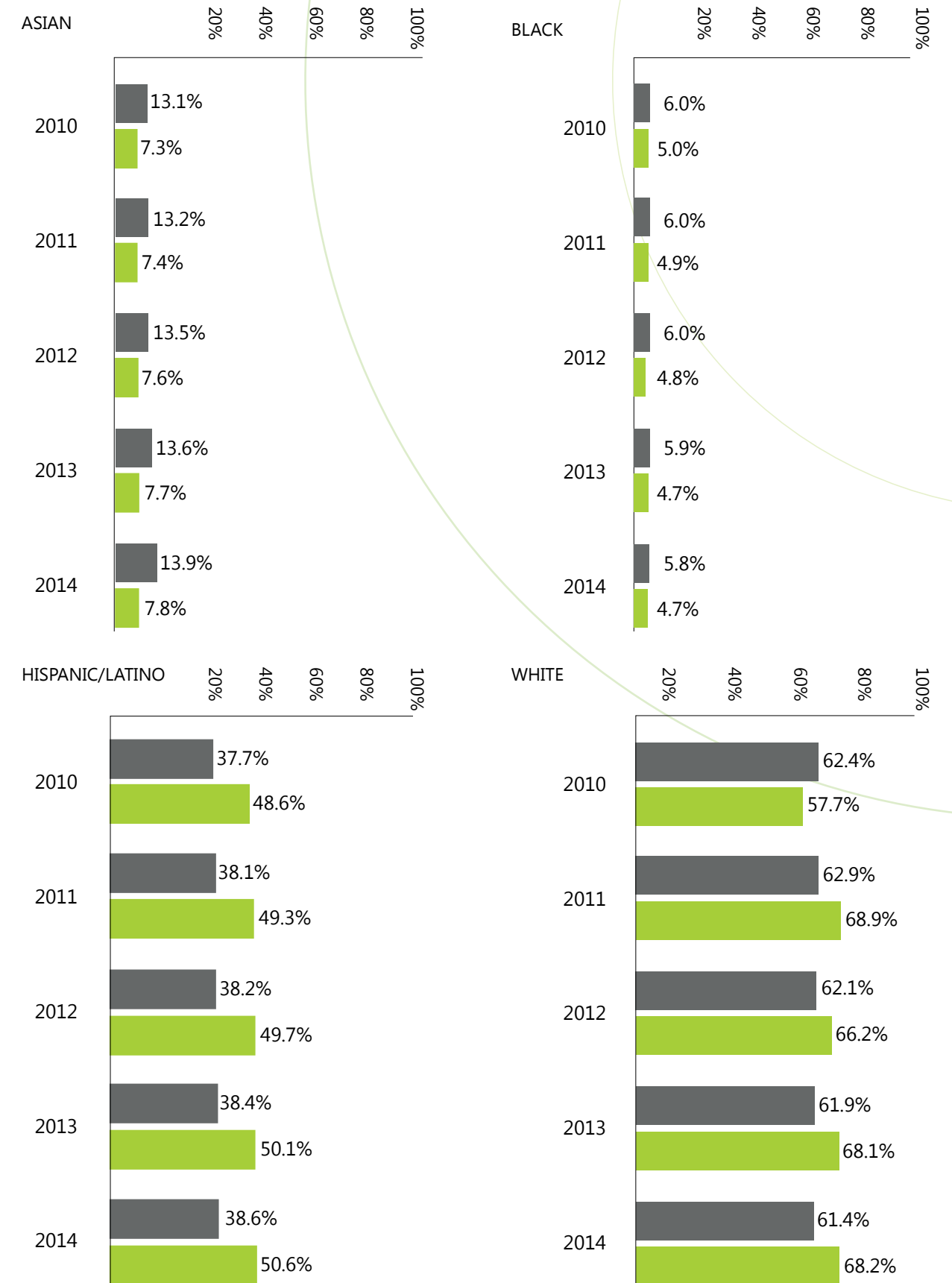
● SAN JOAQUIN VALLEY ● CALIFORNIA



Source: Census and American Community Survey

Population | Race/Ethnicity

● SAN JOAQUIN VALLEY ● CALIFORNIA



Source: Census and American Community Survey

Financials

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

2015-2016



strategic priorities

At its third quarter meeting in September 2015, the Partnership Board worked on strategic priorities as its focus for the next two to three years. The executive committee proposed five priority areas: Water Quality and Supply, Greenhouse Gas Reduction Funding, Higher Education, San Joaquin Rail Service and San Joaquin Valley Regional Industry Clusters Initiative. Subsequently, Broadband and Health were identified as priority areas. For implementation of the strategic priorities, the Partnership established its role with existing and new partnering organizations.

Role options were identified as Lead, Partner and Support. A role for the Partnership was designated for each priority.

At the December 2015 meeting, the Board adopted the seven priorities outlined in this section.

Priority 1: Water Quality & Supply

Partnership Role
Lead/Partner/Support

Lead Organization
California Water Institute,
Fresno State (CWI)

Staff
Sarge Green, CWI
Mike Dozier, OCED

Board Members
Secretary Karen Ross
CALIFORNIA DEPARTMENT OF
FOOD AND AGRICULTURE

Supervisor Vito Chiesa
STANISLAUS COUNTY BOARD
OF SUPERVISORS

DeeDee D'Adamo
STATE WATER RESOURCES
CONTROL BOARD

PRIORITY GOALS

1. **SUSTAINABLE GROUNDWATER MANAGEMENT ACT, CALIFORNIA DEPARTMENT OF WATER RESOURCES**
Develop implementation strategies of common value, a regional effort led by board member Supervisor Vito Chiesa and California Water Institute (water issue support organization for the Partnership)
2. **WATER SUPPLY**
Focus on consensus water supply projects (surface and groundwater storage) including the Temperance Flat and Sites Reservoirs proposals

Update and revitalize the Valley and Delta Counties Project List (state and local, especially the Integrated Regional Water Management Plans) developed through the Partnership's previous Water Work Group activities
3. **FUNDING**
Develop and update key funding opportunities
Inform key Valley stakeholders about these opportunities
Engage stakeholders on developing and advocating Valley positions for "fair share" funding
4. **EDUCATION SERIES**

Drinking water	Healthy soils
Sustainable Groundwater Management Act	Delta Fix
Drought	Legislative update
Conservation	CV salts/drainage
Groundwater recharge	Regulatory programs

Significant efforts have been spent on implementation of the Sustainable Groundwater Management Act (SGMA). Supervisor Vito Chiesa, Stanislaus County Board of Supervisors, convened a group in November 2015 to consider the common elements shared by counties. SGMA recognizes several county responsibilities including: the "front door" for well permits, providing backup as the organizing structure for areas that do not "self-form" into "groundwater sustainability agencies"; and to represent groundwater users within the scope of a sustainability agency that have no other agency to represent them. Finally, each county is a principal agency in the integration of land use planning and groundwater management.

Given these issues, representatives of most of the eight counties met and discussed convening a process to work on the implementation issues within the water community. A proposal was developed for the staff in each of the counties. However, most of the counties had already become involved in local efforts and the joint program did not come to fruition. It is still under consideration by some; an additional outreach will be attempted to organize around the startup problems under the new law.

Nonetheless, California Water Institute did become involved in the formation of a groundwater sustainability agency (GSA) and will use that experience to inform Partnership Board members about the scope of work needed to implement the new law.

At the same time of SGMA rollout efforts, south Valley counties and partners began discussing the formation of a group to take on the responsibility of application to the State for Proposition 1, Chapter 8 funds for water supply projects that have public benefits.

California Water Institute hosted an organizational meeting in November 2015 and, subsequently, Tulare County provided the impetus to form a Joint Powers Agency (JPA) of five south Valley counties (Merced, Madera, Fresno, Tulare and Kings) and develop the necessary initial funding and support to apply for funding for Temperance Flat on the San Joaquin River.

That project was already in the final stages of the "feasibility report" process by the U.S. Bureau of Reclamation and was one of the main four projects named under the CALFED Bay-Delta process used for Proposition 1. The San Joaquin Valley Water Infrastructure Authority JPA was officially started in January 2016 and has continued to develop its process. It will submit an application to the California Water Commission in 2017.

At the June 2016 Partnership Board meeting, the California Water Institute presented an item on prioritizing future Partnership water efforts. After a panel presentation on the need for drinking water in the Valley, the Board agreed with the recommendation to make disadvantaged community drinking water the number one priority.



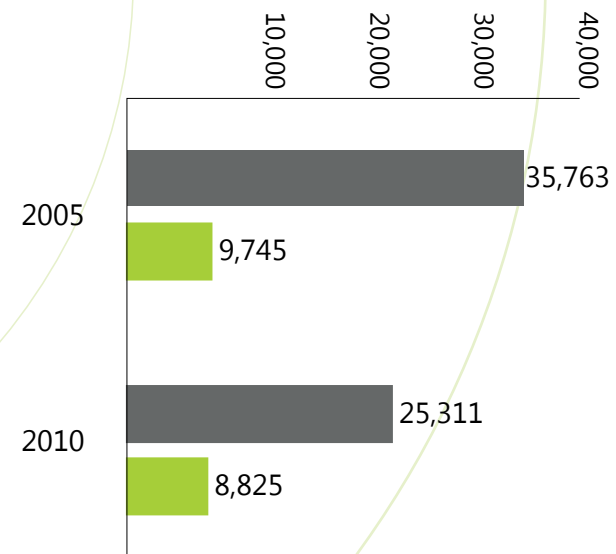
Urban Water Usage

● SAN JOAQUIN VALLEY ● CALIFORNIA

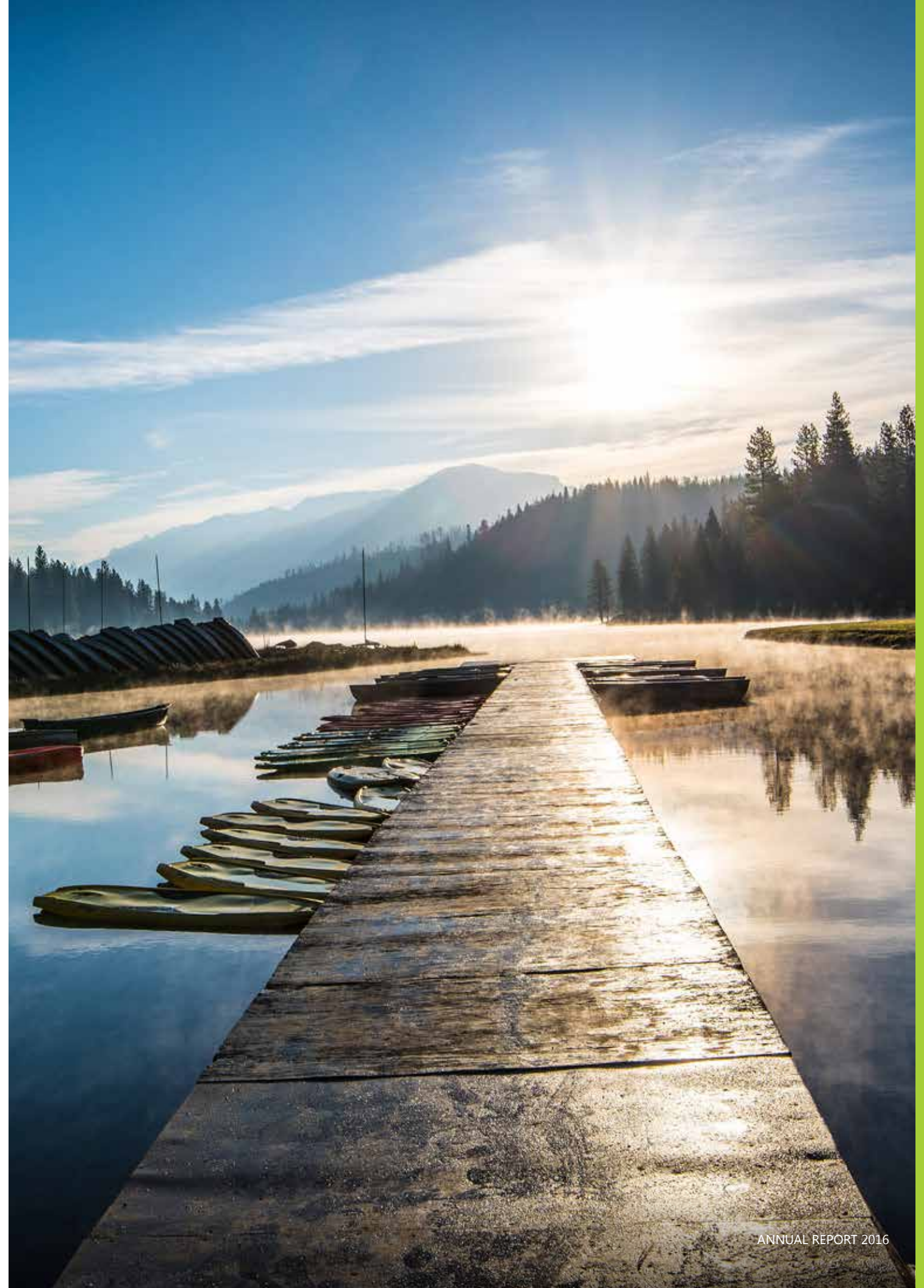
TOTAL GROUNDWATER WITHDRAWALS, TOTAL (FRESH+SALINE), IN MGAL/D



TOTAL SURFACE-WATER WITHDRAWALS, TOTAL (FRESH+SALINE), IN MGAL/D



Source: <http://water.usgs.gov/watuse/>



Priority 2: Greenhouse Gas Reduction Funding

Partnership Role
Lead/Partner/Support

Lead Organization
Office of Community and Economic Development at Fresno State (OCED)

Staff
Jenna Chilingerian, OCED
Mike Dozier, OCED

Board Members
Ted Smalley
TULARE COUNTY ASSOCIATION OF GOVERNMENTS

Mayor Ashley
Swearengin
CITY OF FRESNO

PRIORITY GOALS

1. LEVERAGING

Through regional collaboration, assist applicants in the San Joaquin Valley to identify and access outside funding to be used to leverage greenhouse gas reduction funds.

2. ADVOCACY

Monitor GGRF policy to ensure funding availability is accessible to potential San Joaquin Valley applicants.

As appropriate, the Partnership Board should take action in requesting funding policy adjustments to create fair distribution of funds for the Valley.

3. TECHNICAL ASSISTANCE AND EDUCATION

In July 2015, the Office of Community and Economic Development at Fresno State (OCED) and California Coalition for Rural Housing (CCRH) partnered with San Joaquin Valley Housing Collaborative to host a regional forum, "Greenhouse Gas Reduction Fund Programs: Funding Opportunities for the San Joaquin Valley." Over 85 attendees came from across the region to Merced to participate.

The forum provided an opportunity for information sharing with Affordable Housing and Sustainable Communities (AHSC) applicants; participants also learned about resources for accessing programs and discussed the limitations of programs and opportunity areas for change. A letter addressing challenges and opportunities for applicants was drafted and sent on behalf of the forum participants to the Strategic Growth Council.

In January 2016, a San Joaquin Valley Technical Assistance (SVJ TA) team was awarded funding from Strategic Growth Council (SGC) to assist eligible San Joaquin Valley communities in applying to the AHSC program. The SVJ TA team consists of representatives from San Joaquin Council of Governments, Fresno Council of Governments, San Joaquin Valley Air Pollution Control District, CCRH, Sigala, Inc., and OCED. The team, along with representatives from SGC, convene weekly via phone to discuss technical assistance efforts.

Concept Applications were due in March and applicants were notified in April if they were invited to submit full applications, which were due in June. The SVJ TA team

will continue to work one-on-one with applicants through both application periods. Awards are scheduled to be announced in September 2016.

OCED and CCRH are leading the AHSC TA efforts to build capacity for future AHSC funding cycles. The focus of these efforts is to engage stakeholders new to the program, educate jurisdictions and elected officials, and keep developers interested and excited about the program.

Two workshops were held in May, in the South Valley in Visalia and in the North Valley in Atwater. These workshops were part of a series led by the SVJ TA team, with additional workshops planned for the fall. The workshops provided an introduction to the AHSC program, with an emphasis on building capacity and fostering relationships for future funding rounds. There were over 60 participants in attendance.

The intent of the technical assistance program is to

1. Help eligible applicants in applying for Round 2 of the Affordable Housing and Sustainable Communities (AHSC) program.
2. Develop capacity building efforts to assist eligible applicants in applying for future rounds of AHSC funding.



Priority 3 Higher Education

Partnership Role

Partner/Support

Lead Organization

Central Valley Higher Education Consortium (CVHEC)

Staff

Dr. Benjamin Duran
CVHEC INTERIM DIRECTOR

Board Members

Dr. Dorothy Leland
UNIVERSITY OF CALIFORNIA,
MERCED

Dr. Carole Goldsmith
FRESNO CITY COLLEGE

PRIORITY GOALS

1. PARTNER WITH COMPLETE COLLEGE AMERICA

To increase college completion rates, reduce remediation time

Review possibility of using block schedules, co-requisite remediation for career technical students and associate degree students

Review the success of Trade Adjustment Assistance Community College Career Training (TAACT) grant and its design with Career Technical Education (CTE) faculty

Hold state convergence at Clovis Community College, Herndon Campus

2. DEVELOP POLICY REFORM

Foster care/transitional youth

College completion

3. WORK COLLECTIVELY ON CENTRAL VALLEY GOAL 2025

Set college going goal for Central Valley

Work with partners to identify best practices to bring to scale in all four sectors - higher education, K-12, nonprofit, business for profit

Encourage leveraging resources and talents

4. WORK WITH PARTNERSHIP BOARD ON EDUCATION ADVOCACY

Co-author position papers

Support a college going culture, CTE programs

Engage businesses in hiring Central Valley graduates

The Central Valley Higher Education Consortium (CVHEC) was selected as the Complete College America (CCA) California partner, joining a cohort of 14 states to scale to a co-requisite remediation process through CCA by 2018. The co-requisite model focuses on placing students directly into college-level English and math with just-in-time mandatory tutoring, labs, or additional course time support. A state institute is planned for spring 2016 with Clovis Community College, Herndon Campus.

CVHEC participated in a CCA webinar regarding data collection elements required to participate in the CCA program. Nine Central Valley community colleges agreed to participate in a pilot project during the next two years to collect required data elements for the co-requisite remediation courses they offer. Data from these co-requisite remediation courses will be compared with more traditional remediation courses, to document improvements in retention, graduation rates, and years to graduation. At the end of the two-year pilot program, two- and four-year institutions will join CCA in its national data collection and training programs.

The Transitional Foster Youth Report was commissioned by CVHEC to identify barriers and challenges for transition aged foster youth in Central Valley higher education institutions. The report is completed and will be available on the CVHEC website and delivered to interested parties.

The Central Valley Advocacy Policy Summit, scheduled for October 2-3, 2016, is to be an annual event.

Objectives include identifying the unique needs of first generation and low-income underserved students, supporting faculty to pilot new approaches in learning, supporting academic programming that enrolls, retains more at risk students and innovative programming that increases student graduate rates, and serving as advocate for educational policy reforms at local, regional and state levels.

The Central Valley Higher Education Policy Summit, scheduled for October 2-3 at Tenaya Lodge, will focus on the Lumina-funded Fresno Compact work groups formed to improve college going and completion rates, and on scaling up these efforts from Bakersfield to Stockton. CVHEC partnered with the Lumina Foundation to reach its goals of inclusion, by making college more accessible to more students.

CVHEC Joined Lumina Foundation Goal 2025 Campaign to leverage a Lumina Foundation initiative toward this 2025 goal, increase proportion of residents with high-quality degrees, certificates and credentials by 2025, commit to an outcomes-based approach, focus on designing and building an accessible, responsive, accountable higher education system, and foster a regional sense of urgency to achieve Central Valley Goal 2025.

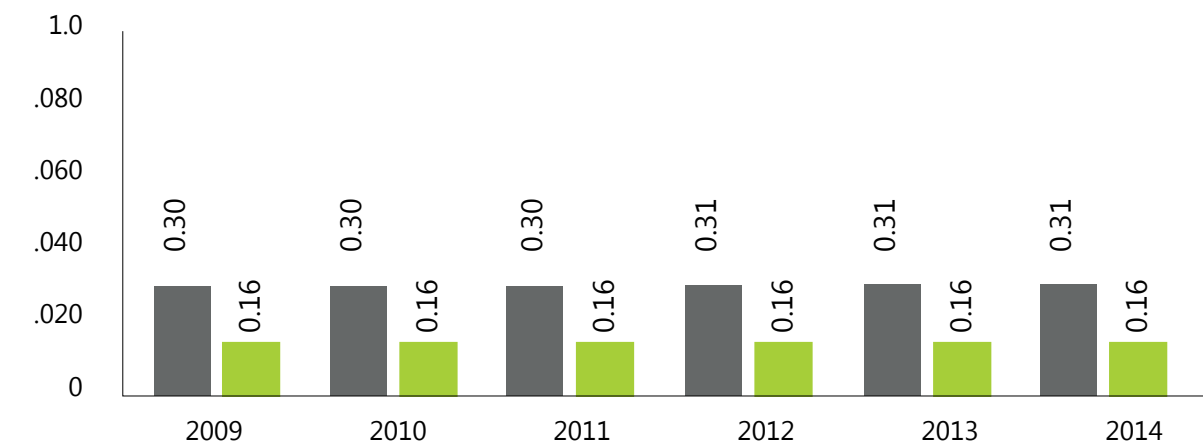
CVHEC partnered with the Central Region/Mother Load Consortium to bring regional CTE practitioners and educators together to deliver CTE training and education at member colleges. CVHEC convened a meeting of presidents to discuss regional legislation and funding.



Higher Education

● SAN JOAQUIN VALLEY ● CALIFORNIA

Percent of population with bachelor's degree or higher



Priority 4: San Joaquin Rail Service

Partnership Role
Support

Lead Organization
San Joaquin Regional Rail
Commission (SJRRC)

Staff
Dan Leavitt, SJRRC
Mike Dozier, OCED
Jenna Chilingirian, OCED

Board Members

Dan Leavitt
SJRRC
Bryn Forhan
SAN JOAQUIN RIVER
CONSERVANCY

PRIORITY GOALS

1. SAN JOAQUIN RAIL SERVICE IMPROVEMENT PROGRAM

Support San Joaquin Joint Powers Authority (SJJPA) efforts to obtain high-priority grant opportunities. Primary Partnership contributions include letters of support and outreach to high-level contacts in support of grant applications.

Support the SJJPA application to the California Department of Transportation for a 2016 Transit and Intercity Rail Capitol Program (TIRCP) grant, the highest priority grant.

Support the SJJPA application to the Strategic Growth Council for a 2016 Affordable Housing and Sustainable Communities (AHSC) grant.

Leverage Partnership network and members to increase and strengthen overall support by distributing information to email networks, highlighting the priority in Partnership media and at events, and providing editorial comment.

2. SAN JOAQUIN RAIL MARKETING AND OUTREACH PROGRAM

Assist in distribution of information about events and other messaging efforts.

Work with SJJPA's local outreach representatives to encourage the participation of community stakeholders in outreach events that highlight the San Joaquin Rail Service.

During the first half of 2016, the San Joaquin Joint Powers Authority (SJJPA) successfully deployed the 7th daily round trip of the Amtrak San Joaquins. This was the first additional round trip added between Oakland and Bakersfield in more than two decades. SJJPA is now focusing on grassroots marketing of the service to increase ridership and continuing its efforts to improve and expand the Amtrak San Joaquins.

On March 25, 2016, the Partnership submitted a letter of support to the California Department of Transportation (CDT) and SJJPA in support of SJJPA's Transit and Intercity Rail Capital Program (TIRCP) grant application for 2016. SJJPA submitted its TIRCP application to CDT on April 5, 2016. SJJPA applied for funding from the TIRCP to increase service, ridership and performance of the San Joaquin intercity passenger rail service: \$142 million in improvements; \$59.5 million for equipment; and \$0.5 million in funding for the Optimization Study. The main components of the application were: Capacity Improvement Projects, Additional Rolling Stock, Additional Station Parking, a Potential New Station at Oakley, and the Optimization Study. Unfortunately, SJJPA was not successful in getting an award for this grant application.

The Optimization Study (study), a small but important part of the SJJPA TIRCP application, was funded through the grant awarded to the Capitol Corridor. SJJPA and Capitol Corridor jointly developed the scope of this study and will work together with the

state on this effort. The study will help identify the improvements needed for future Amtrak San Joaquins expansion and may reduce the amount of equipment needed for current and expanded operations. It is expected the study will help develop a revised San Joaquins schedule which can provide more reliable on-time performance by reducing delays from freight trains and potentially enable reducing San Joaquins travel times. SJJPA did not submit any other grant applications during the first half of 2016.

SJJPA approved its Marketing and Outreach Plan (plan) at the November 2015 SJJPA Board Meeting. The plan for the Amtrak San Joaquins focuses on grassroots, community-based outreach and marketing.

At the January 2016 and March 2016 SJJPA board meetings, members approved contracts for Outreach and Marketing, Advertising, Graphics/Printing for the Sacramento Region, Bay Area, Northern San Joaquin Valley, Central San Joaquin Valley, and Kern County

During the first half of 2016, SJJPA focused on initiating grassroots marketing and outreach throughout the San Joaquin Valley as well as an advertising campaign for the deployment of the 7th daily round trip. The 7th daily round trip was deployed on June 20, 2016.

SJJPA will engage the Partnership to assist in the grassroots marketing and outreach of the Amtrak San Joaquins beginning in the fourth quarter of 2016.



Priority 5: Regional Industry Clusters Initiative

Partnership Role

Lead

Lead Organization

Office of Community and Economic Development at Fresno State (OCED)

Staff

Karmjot Grewal, OCED

Board Members

Pat Gordon
JBT INDUSTRIES

Dr. Carole Goldsmith
FRESNO CITY COLLEGE

Lee Ann Eager
FRESNO COUNTY ECONOMIC DEVELOPMENT CORPORATION

Elaine Craig
WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY

PRIORITY GOALS

1. CENTRAL VALLEY AGPLUS

Work with partners to meet goal and objectives of the six Pillars to create collaborative approach for providing resources for food, beverage manufacturers.

2. CENTRAL VALLEY MANUFACTURING SUMMIT

Conduct annual summit to bring together manufacturers and service providers throughout Valley, highlighting best practices, showcasing new products and services to assist manufacturers with needs in building a more robust manufacturing industry in Central Valley.

3. ENERGY CLUSTER

Coordinate cross-cluster opportunities with other RICl clusters; develop workforce strategy; accelerate R&D/technology, innovation, entrepreneurship, and access to capital for cluster partners. Provide scholarship opportunities for students from rural communities pursuing careers in clean energy.

4. HEALTH AND WELLNESS CLUSTER

Work collaboratively with cluster lead agencies, coordinators, and partners, to restore delivery of and equitable access to preventative and curative health care in San Joaquin Valley.

5. AGRICULTURE CLUSTER

Strengthen and grow food processing/agriculture industry in Fresno region through workforce development, marketing local products. Build a strong network between local growers and producers with school districts, to build up "farm to fork" project in rural communities.

6. WATER TECHNOLOGY CLUSTER

Include all stakeholders to determine appropriate long-term use and allocation of water in the Central Valley. Bring attention to and focus on extended education in water technology, laboratory and field research, and policy development for water and water conservation.

Central Valley AgPLUS Food and Beverage Manufacturing Consortium (AgPLUS) was awarded an Investing in Manufacturing Communities Partnership (IMCP) designation through the U.S. Economic Development Administration in July 2015. AgPLUS was one of 24 regions recognized nationally. On Nov 17, 2015, AgPLUS held its kick-off stakeholder meeting in Sacramento. The meeting focused on the IMCP program, strategies moving forward and goals for each Pillar Work Group. AgPLUS seeks to create a collaborative approach in providing resources to food and beverage manufacturers and partnerships to allow continued growth.

The 2016 Central Valley Manufacturing Summit was held on March 3, 2016, at the Fresno Convention and Entertainment Center. Jay Williams, U.S. Assistant Secretary of Commerce for Economic Development, served as keynote speaker. The Summit, which drew more than 500 individuals including high school and community college students, focused on innovation and technology trends within the industry. RICl is seeking to grow the manufacturing industry sector in the San Joaquin Valley; the Summit provided participants networking opportunities for this purpose.

The Clean Energy Cluster hosted its 2016 Clean Energy Summit in April. During the event, scholarships were awarded to high caliber students choosing careers in clean energy and alternative fuels. Since 2014, more than \$25,000 has been awarded in scholarships. A Clean Energy Transportation event is planned for October 19, 2016, to increase usage of energy efficient vehicles in the San Joaquin Valley.

The Health and Wellness Cluster teamed up with the California Health Data team for a statewide project funded by the California Health Care Foundation (CHCF) Free the Data initiative. The goal is to bring local communities together with California's health data. On March 3, the California Health Data Team hosted a roundtable which included representatives from Fresno County and California State Department of Health. More than 30 people gathered to discuss the impact of making informed transformative medical decisions through health data. For additional information, please refer to the Health Priority on page 28.

The Agriculture Cluster has been working with regional farm-to fork programs to establish collaboration with local schools and create buy local campaigns in rural communities. These programs help curb economic leakage and capture value chain opportunities for local farmers and food manufacturers by capitalizing on the Valley's locally grown products.

In February 2016, Fresno State International Center for Water Technology (ICWT) was awarded a grant by the Clean Energy Commission of California. The purpose is to help ratepayers reduce their energy costs. The Office of Community and Economic Development at Fresno State will help administer the grant and key activities to take place in 2017. In May, the Water Cluster conducted its BlueTech Valley Water Summit. This event provided participants in the academic, public and private sectors, to create collaborations toward new innovations and developments toward current water technology issues.



Priority 6: Broadband

Partnership Role
Lead

Lead Organization
San Joaquin Valley
Regional Broadband
Consortium

Staff
Shelby Gonzales, OCED
Mike Dozier, OCED

Board Members
Robert Tse
USDA RURAL DEVELOPMENT

PRIORITY GOALS

- ACCESS/ADOPTION**
Promote accessibility and adoption of broadband in the region's unserved and underserved communities.
- PUBLIC INFRASTRUCTURE**
Expedite the provision of broadband public infrastructure to unserved and underserved communities in the San Joaquin Valley.
- AGRICULTURAL TECHNOLOGIES (AGTECH)**
Promote adoption, expansion and replication of successful model programs to increase broadband access and bridge the digital divide in the region's agricultural industry.
- TELEMEDICINE/TELEHEALTH**
Accelerate deployment of additional broadband infrastructure within the health care industry to provide medical services to a greater number of unserved and underserved communities.
- REGIONAL CONSORTIA NETWORKING**
Collaborate with neighboring regional broadband consortia to ensure the development of cohesive intra-regional broadband strategies.
- FIRSTNET**
Collaborate with the California Governor's Office of Emergency Services (Cal OES) to ensure that the San Joaquin Valley is informed of and included in the state's FirstNet strategy.

ACCESS/ADOPTION

As part of the California Emerging Technology Fund (CETF) Get Connected! San Joaquin Valley grant, 625 new Internet adoptions were documented in the Valley and, 714 parents were trained in Digital Literacy classes. Fresno Housing Authority (FHA) awarded three of eight adoption projects to bring Internet adoption and digital literacy to urban and rural FHA complexes. Funding was proposed for additional adoptions through a service agreement with CETF, in partnership with Frontier and for additional infrastructure assistance through the California Public Utilities Commission.

PUBLIC INFRASTRUCTURE

Letters of Commitment and Support were submitted to government agencies and senate hearings, including comments to the White House on the need for additional infrastructure and adoption funding. Staff met with assembly members and attended hearings

to advocate for additional funding through California Advanced Services Fund.

AGRICULTURAL TECHNOLOGIES

Staff participated in preliminary work with farmers to provide water sensor equipment utilizing broadband.

TELEMEDICINE/TELEHEALTH

Staff provided stakeholders with notices of funding opportunities.

REGIONAL CONSORTIA NETWORKING

Staff collaborated on an as needed basis with regional consortia to promote access, adoption and agricultural technologies.

FIRSTNET

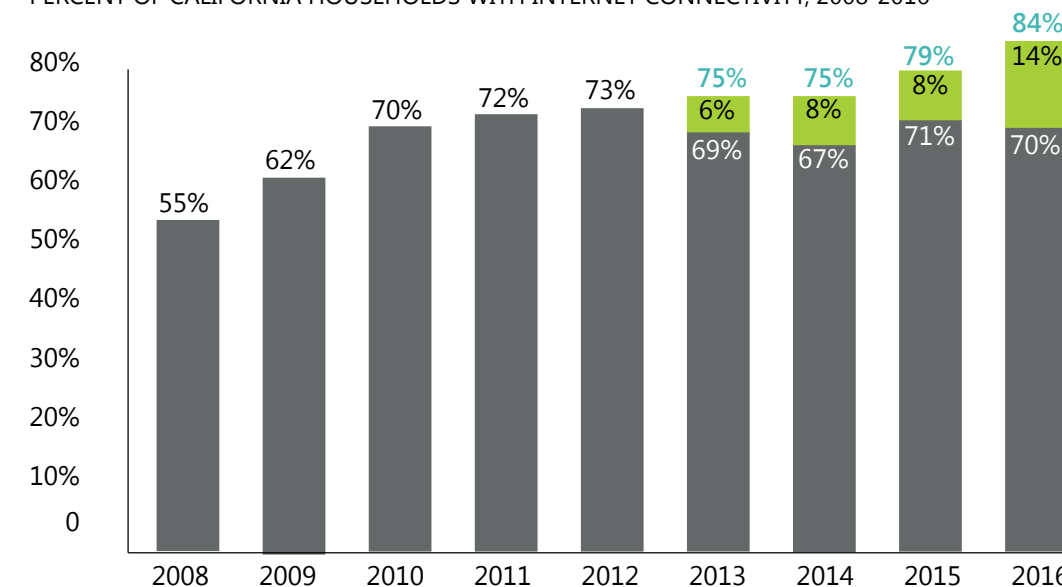
OCED staff joined Schools, Hospitals, Libraries Broadband Coalition (SHLB) in an effort to keep abreast of current issues.

Broadband Access

PERCENT OF CENTRAL VALLEY HOUSEHOLDS WITH INTERNET CONNECTIVITY, 2016

Computer Device Access	66%
Smart Phone Access	16%
TOTAL	82%

PERCENT OF CALIFORNIA HOUSEHOLDS WITH INTERNET CONNECTIVITY, 2008-2016*



*For all years prior to 2013, broadband Internet connectivity included those accessing the Internet through DSL, cable, satellite or fiber optic connections to a home desktop, laptop or tablet computer. For 2013 and thereafter, this also includes those connecting to the Internet at home solely through a smart phone.

Source: 2014-2016 surveys conducted for the California Emerging Technology Fund by The Field Poll. Prior years conducted by the Public Policy Institute of California



Priority 7: Health

Partnership Role
Support

Lead Organization
Cultiva La Salud

Staff
Karmjot Grewal, OCED

Board Members

Mary Renner
CENTRAL VALLEY HEALTH
NETWORK

Genoveva Islas
CULTIVA LA SALUD

Lynne Ashbeck
COMMUNITY MEDICAL
CENTERS

Andrew Mendoza
KAISER PERMANENTE CENTRAL
VALLEY

PRIORITY GOALS

1. Adopt a health in all policies approach in regional and local decision-making
2. Adopt land use policies that reflect an emphasis on smart and equitable growth
3. Ensure that all communities, including unincorporated, have access to safe drinking water.
4. Support the alignment of policies to ensure clean air.
5. Incentivize retail, public places (e.g., community centers, public library and sports complexes) and school environments that increase access to healthy foods and support fitness and active lifestyles.
6. Support and increase the capacity of our public health and health care workforce to identify and address disparities.
7. Support and increase enrollment in health insurance.
8. Support and align initiatives intended to improve health and reduce the incidence of chronic disease among Valley residents.

The Health and Wellness Cluster teamed up with the California Health Data Team for a statewide project funded by the California Health Care Foundation (CHCF) Free the Data initiative. The goal is to bring local communities together with California's health data. On March 3, the California Health Data Team hosted a roundtable which included representatives from Fresno County and California Department of Public Health (CDPH). More than 30 people gathered to discuss the impact of making informed transformative medical decisions through health data. CHCF partnered with CDPH to facilitate discussions across the state about "Let's Get Healthy California" and the "Open Data Portal." The purpose is to promote discussion among officials from the academic and public and private sectors about possible collaboration.

In December 2015, the City of Fresno adopted the Citywide Development Code. Health officials from the public and private sectors were brought together to create restrictions on storefront window and outdoor advertising with a goal to protect the health, safety, and welfare of Fresno residents. In May 2016, the City of Fresno and Partnerships to Improve Community Health Program hosted a joint press conference to highlight the issue and new policy. At the news conference, spokespersons from City of Fresno, Fresno County Department of Public Health, and Youth Leadership Institute were present to conduct interviews and show support for the new code.

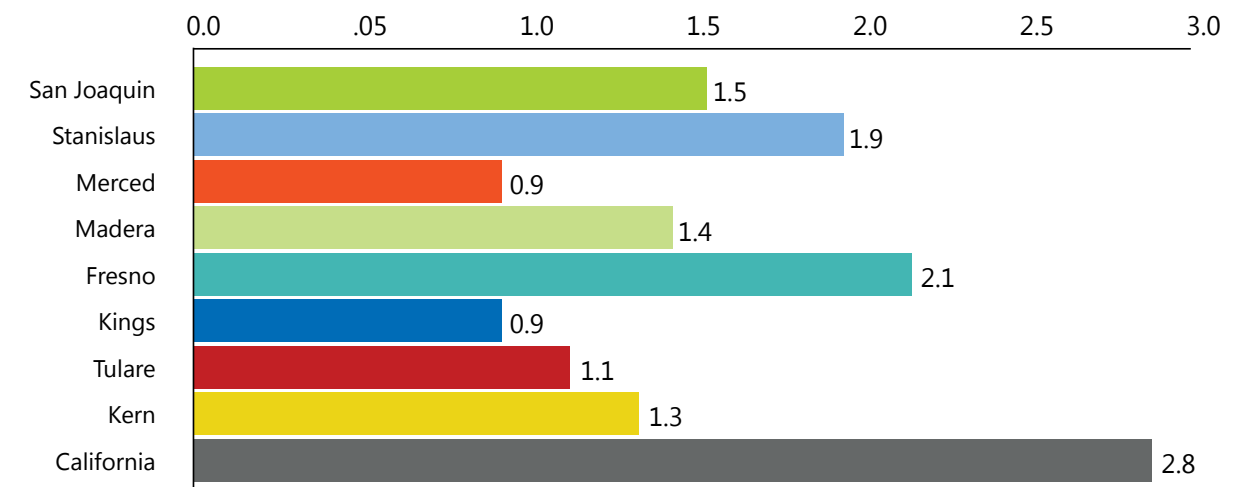
Accountable Communities for Health (ACH) seeks to bring together key sectors and partners—from the community to the health care delivery system—to collectively advance a common health goal. One program is the California Accountable Communities for Health Initiative (CACHI). CACHI was designed to implement a new population health model, on a communitywide basis, which would link together health care systems, community resources and social services with primary prevention approaches in a given geographic area, to address a particular health need, such as chronic disease.

The Fresno Community Health Improvement Partnership (FCHIP) submitted an application for infrastructure funding through CACHI, a three-year initiative that supports the development of ACH and collaborative organizations like FCHIP. The status of the application is still pending.

FCHIP is working toward identifying a solution for increasing awareness among individuals ages 18 to 35 to visit doctors more frequently. This age group does not have a good track record for health checkups that are needed to ensure health issues do not go undiscovered later in life. FCHIP is partnering with OCED to research grant opportunities and create awareness in rural communities. More meetings and activities are planned for the fourth quarter to address this issue.

Access to Primary Health Care

Number of physicians per 1,000 residents, 2015

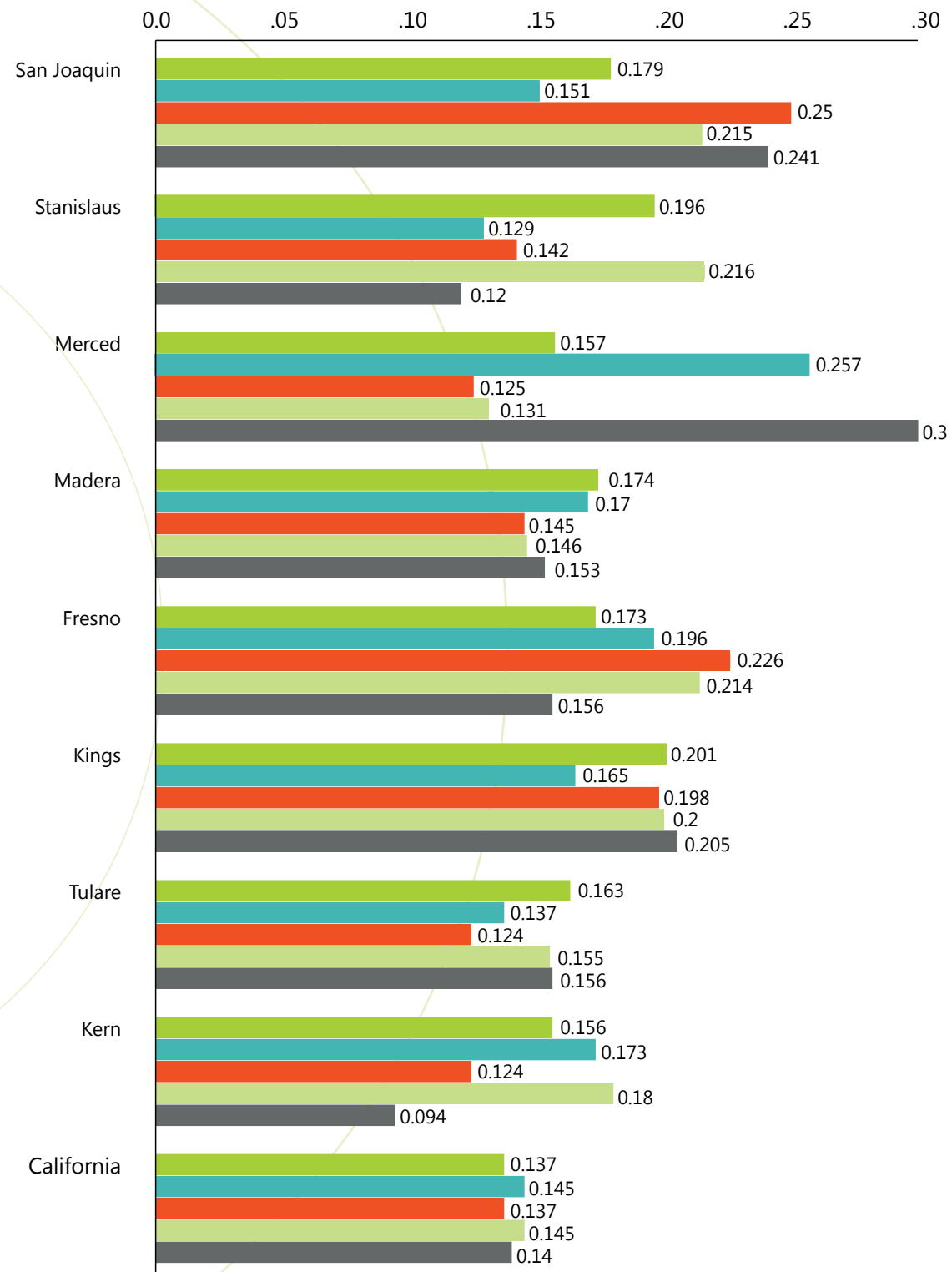


Source: <http://www.randstatestats.org/ca/>



Asthma

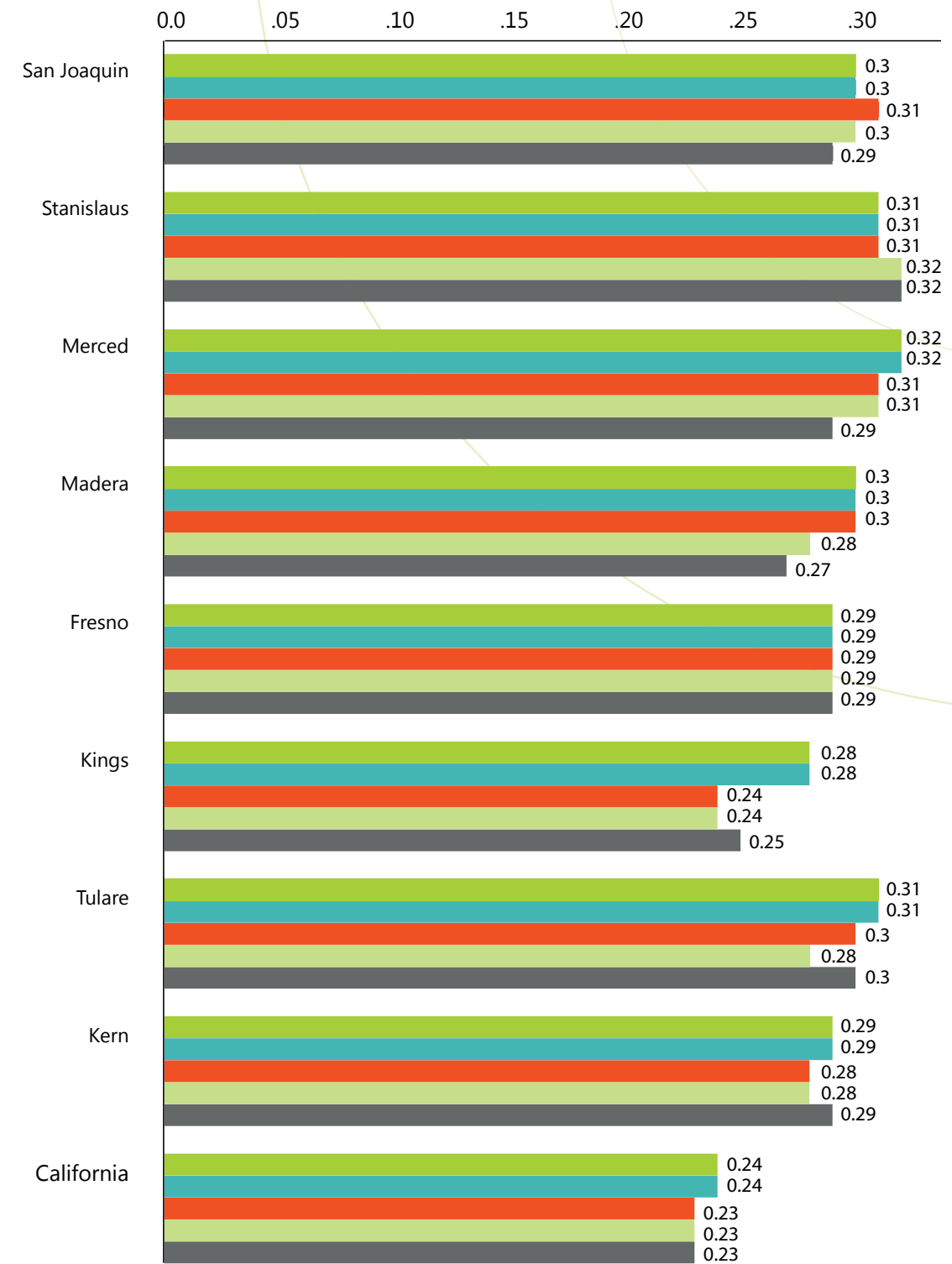
Percent of adult population (age 20 and older)



Source: <http://www.countyhealthrankings.org/app/california/2011/measure/factors/11/map>

Obesity

Percent of adult population (age 20 and older)



Source: <http://www.countyhealthrankings.org/app/california/2011/measure/factors/11/map>



work groups

In 2005, the Partnership adopted the Strategic Action Proposal that identified goals and implementation for the 10 work groups created by the Partnership. Since that time, the roles and priorities of the work groups have evolved. They are working in collaboration as never before. Though the Partnership no longer oversees their work, the work groups continue to report quarterly and annually on their activities, progress and successes. The reports allow the Partnership to see the activity and suggest potential cross-collaboration as deemed appropriate.

The original intent of creating work groups was to encourage regional collaboration within sectors and across related sectors for efficiency and impact. We are happy to say this approach has been a success and is considered standard operating procedure.

Air Quality

Work Group Partner
San Joaquin Valley Air
Pollution Control District

Seyed Sadredin
EXECUTIVE DIRECTOR

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

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

YEAR IN REVIEW

The San Joaquin Valley's journey toward cleaner air once again showcased the exceptional traits for which its residents are well known. With hard work, ingenuity, and the desire and ability to overcome challenges, we had another record-setting year for clean air; acquired and invested significant dollars to fund clean air projects; and took bold action to bring common sense improvements to the federal Clean Air Act.

With the return of more typical weather to the Valley during the winter months, particulate matter levels once again trended downward. A heartfelt Thank You goes out to Valley residents for their continued compliance and cooperation in helping us implement Check Before You Burn, the residential wood burning program – one of the most important public health measures conducted by the San Joaquin Valley Air Pollution Control District (Air District).

Last year, the Air District worked effectively and cooperatively with Valley industry representatives, community activists and civic leaders, to advocate for the Valley's fair share of available state and federal funding. These efforts were successful in bringing to the Valley more than \$140 million which were invested in projects aimed at reducing air pollution in our communities.

Last year, the Air District Governing Board took bold action to modernize the federal Clean Air Act with a proposal to retain the core elements in the Act that

serve to protect public health while streamlining the administrative requirements, and ensuring expeditious air quality improvement while considering technological and economic feasibility.

Despite significant improvements in air quality, we must continue to work to meet the ever-exacting federal air quality standards. We are at a critical juncture this year as we begin the process to design and promulgate new air quality attainment plans that require transformative measures. Meeting the federal standards for particulate matter and ozone requires a virtual elimination of all emissions from fossil fuel combustion.

KEY AREAS OF FOCUS FOR THE COMING YEAR INCLUDE

ASSIGNING POLLUTION REDUCTION RESPONSIBILITIES TO THE FEDERAL GOVERNMENT

After decades of reducing air pollution with local and state measures, more than 80 percent of pollution in the San Joaquin Valley now comes from sources under federal jurisdiction. Attaining federal standards is not possible without significant reductions in emissions from these source categories. Although the U.S. Environmental Protection Agency has shown resistance in the past, in the coming attainment plans the Air District will strive to include legally binding federal assignments.

BRINGING CAP AND TRADE FUNDING TO THE VALLEY

In collaboration with Valley stakeholders, the Air District will continue working to ensure the Valley receives proportional funding given the disproportionate number of disadvantaged communities in the San Joaquin Valley. These efforts will include advocacy with legislature and state agencies and working with the Valley's many municipalities and community organizations to build capacity to compete for and effectively spend the dollars available.

CONTINUING EFFORTS TO MODERNIZE THE CLEAN AIR ACT

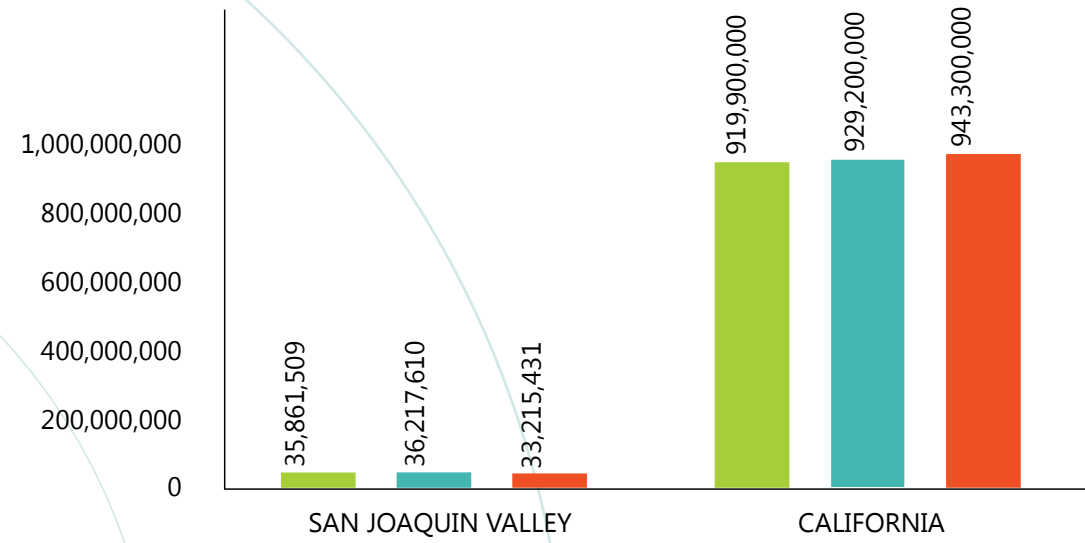
The Air District will continue to work with the Congress and the Executive Branch to advance legislative and/or administrative changes that eliminate confusion and enhance economic and technological feasibility while strengthening the health protective core of the Clean Air Act.



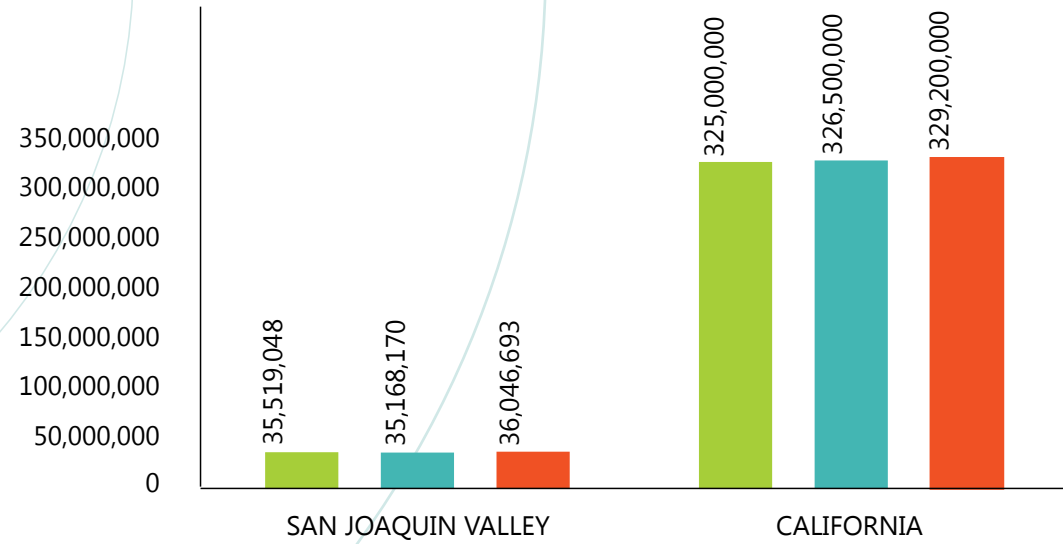
Travel

- 2011
- 2012
- 2015

NUMBER OF BUS PASSENGERS



NUMBER OF VEHICLE MILES TRAVELED



Economic Development

Work Group Partner
California Central Valley
Economic Development
Corporation

Jennifer Faughn
PRESIDENT, STRATEGY ONE

CCVEDC is a not-for-profit corporation supported by the eight-county region in the Central Valley and PG&E, whose mission is to attract and retain jobs and investment in the Central San Joaquin Valley counties San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare and Kern.

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

YEAR IN REVIEW

California Central Valley Economic Development Corporation (CCVEDC) markets the eight-county region to businesses and site selectors looking for a business location. In addition, CCVEDC provides regional leadership on economic development through the California Partnership for the San Joaquin Valley.

REGIONAL LEADERSHIP

CCVEDC continued to provide regional leadership through meetings with legislators to discuss San Joaquin Valley issues and priorities. In 2016, meetings were held with 23 legislators, state officials and consultants. Regulatory reform, incentives and water storage topped the list of issues in the Central Valley. Regional collaboration focuses on various cluster industries that create jobs in the San Joaquin Valley including food processing, Ag tech and bio tech, manufacturing, supply chain management and logistics, health and medical care, and energy.

MARKETING RESULTS OVERVIEW

Marketing the brand "Central California...Center Yourself" is a regional effort, through national meetings with site selectors, trade shows, www.CentralCalifornia.org, and a vibrant marketing plan. CCVEDC contacts more than 2,300 brokers and close to 1,200 businesses per year. Results of these efforts are: produced 47 regionwide locational proposals; conducted several property site tours of the Valley; generated 575 new industrial-based jobs.

INDUSTRY CONTACT PROGRAM

The 2015-16 schedule included the Process Expo in Chicago, where they met with 120 companies; the WestPack Trade Show in Anaheim, where they met with 242 companies; and reaching out to 529 companies in the Food Processors and Suppliers Association. Successes from the trade shows include two new products: frozen smoothies, co-packed in the Central Valley, and one new international dry goods product distributed from the Valley.

BROKER CONTACT PROGRAM

The National Broker Contact Program in 2015-16 netted 1,087 face-to-face contacts. A portion of the program included conducting broker trade missions, nationwide, meeting with more than 151 site selection professionals at brokerage firms in Los Angeles, Ontario, Orange County, Chicago, the Bay Area, Sacramento, and Atlanta. CCVEDC is a sponsor of the Northern and Southern California Society of Industrial and Office Realtors, attending 15 networking events all over California. Successes this year include a major Mattress Manufacturing company that will employ 300 people in three years.

WWW.CENTRALCALIFORNIA.ORG

The CCVEDC website provides valuable and comprehensive demographic information, a searchable real estate database, and news on the Central Valley Region. "One Region ... One Contact" continues to be the most noteworthy component of the regional

economic development plan. When a prospective site selector calls just one phone number for information (888-998-2345), they gain access to the Central Valley's eight economic development corporations for sites, information and solutions.

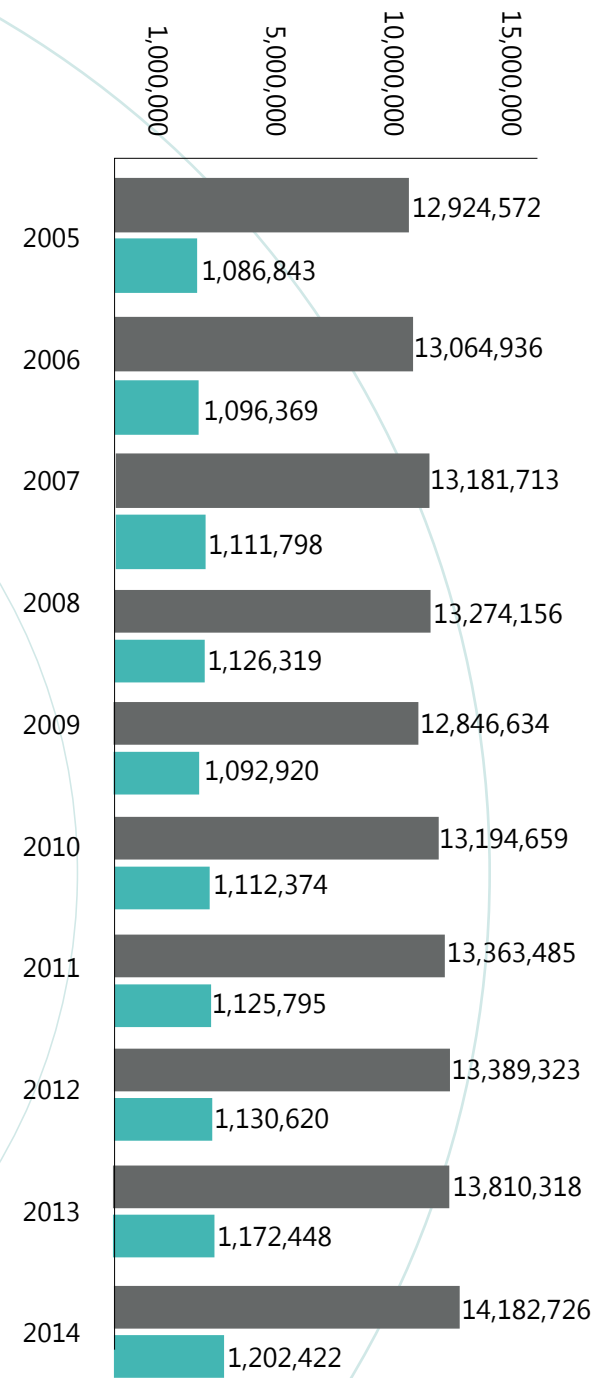
COST EFFECTIVENESS

CCVEDC runs a cost-effective marketing program using its limited funds with maximum success. Each of the counties, along with PG&E, contributes \$11,000 to the marketing effort for a total budget of \$99,000. For 575 jobs, that is \$172 per job. In comparing results of the amount spent on marketing to the new income generated by jobs this year (\$64,160,800), the result is \$648 new dollars generated for every dollar spent.



Employment

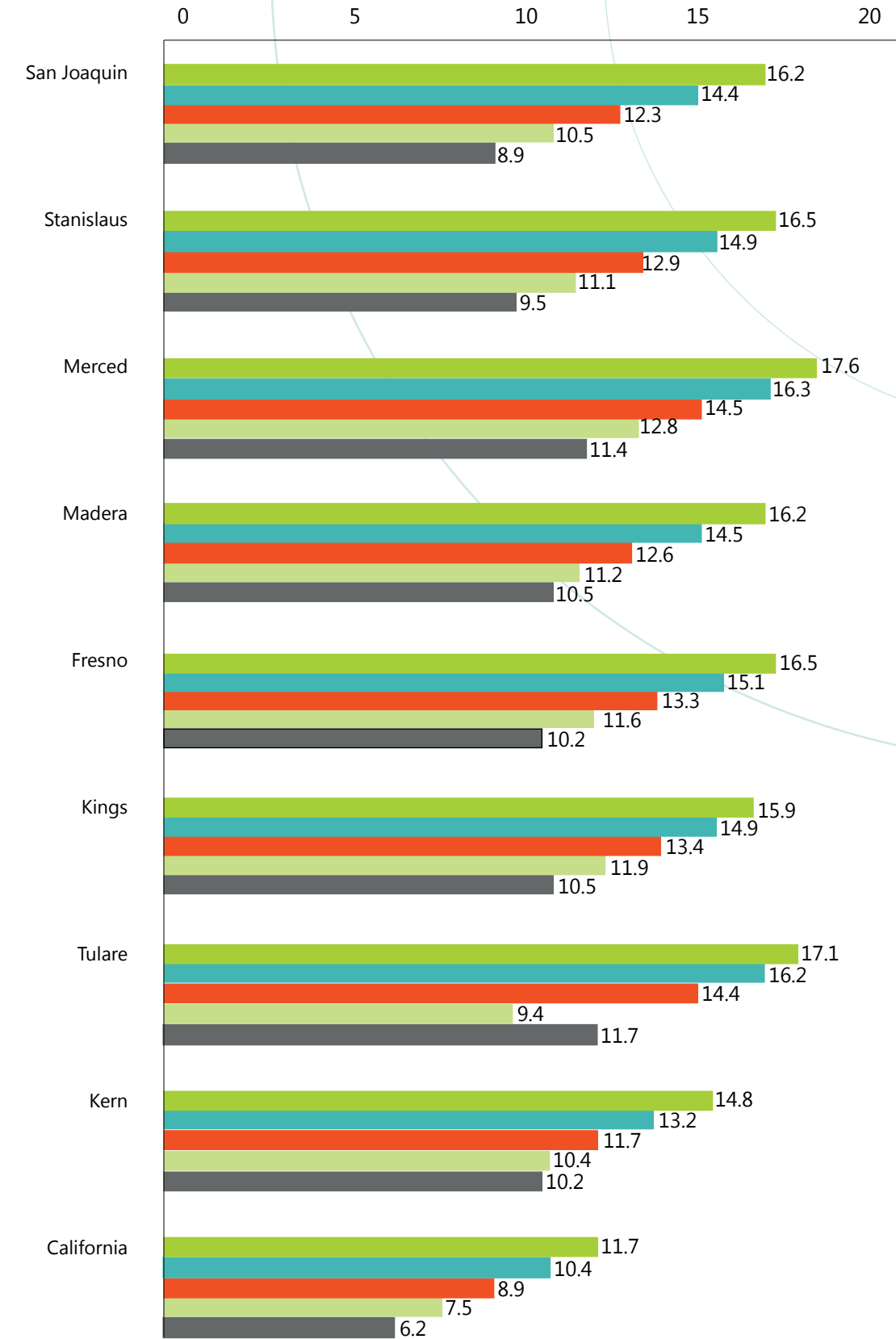
● SAN JOAQUIN VALLEY ● CALIFORNIA



Source: <http://lehd.ces.census.gov/data/>

Unemployment Rate

● 2011
● 2012
● 2013
● 2014
● 2015



Source: <http://www.bls.gov/lau/>

Energy

Work Group Partner
San Joaquin Valley Clean
Energy Organization

Courtney Kalashian
ASSOCIATE EXECUTIVE
DIRECTOR

Paul Johnson
PRESIDENT, PAUL EVERETT
JOHNSON & ASSOCIATES

The San Joaquin Valley
Clean Energy Organization
is a nonprofit located
in Fresno tasked and
dedicated to leading the
eight-county region that
makes up the San Joaquin
Valley and the High Desert
Region.

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

YEAR IN REVIEW

In 2015, a diverse team of partners with funding from the Strategic Growth Council launched the Sustainable Energy Roadmap (SER) program throughout the San Joaquin Valley. Key partners include Madera County Transportation Commission, San Joaquin Valley Regional Policy Council, Strategic Energy Innovations, Optony, Inc., Colorado Energy Group, Inc., and National Association of Regional Councils.

The program focus is to help Valley jurisdictions, particularly disadvantaged communities, and set and pursue goals relating to water conservation, smart growth, transportation, land use and energy.

Over the next year and a half of operation, 14 Valley jurisdictions signed up and participated in this program, receiving technical, tailored guidance. The SER has developed a number of clean energy projects in the Valley, including:

- **Solar for Multifamily Affordable Housing Properties.** The SER team compiled a guidebook on how to effectively plan and finance solar photovoltaic (PV) installations on existing multifamily properties; such properties face hurdles in the attempts to deploy solar PV. The guidebook will be widely distributed throughout the San Joaquin Valley (Valley) and beyond to create maximum benefit to low-income, multifamily housing facilities. Part of this effort includes the team supporting Self Help Enterprises by providing Solar Prescreen Reports. This activity is designed to put Self Help Enterprises in a place to pursue solar across their 27 existing affordable housing properties in the Valley.

- **Municipal Solar Aggregation.** The SER implementation team held a workshop at Fresno City Hall in late April 2016 to share an opportunity to catalyze the aggregation of cities and counties to pursue solar for municipal facilities/properties, and to help them achieve the associated benefits of a bulk purchase. This addresses municipal sector goals, and provides technical assistance to city partners in the pursuance of those goals.
- **Leveraging SB 535 to Address Low-Income Whole Home Upgrades.** Project objective to increase disadvantage communities access to a host of services. The SER team is working to coordinate providers (within and across counties) and avoid a silo approach, thereby providing a greater breadth of services and value to low-income residents. A prime focus of this effort is to provide a single entree point for homeowners to qualify and access services; and the need to streamline the intake process. Residents will benefit from lower energy bills, and healthier homes.
- **Develop stronger policies supporting installation of Electrical Vehicle (EV) charging stations.** The SER team researched and summarized electric vehicle supply equipment ordinance language and provided relevant municipal code examples to the city from five jurisdictions. With this guidance and the resources provided by the SER team, the City of Fresno was able to take action on a sustainable transportation goal they had long held.

Additionally, the SER team developed and issued a comprehensive white paper describing strategies for balancing clean energy and food production to encourage solar energy growth in the Valley. The paper examines the physical infrastructure of large-scale solar facilities and how local governments around the country balance energy development on agricultural land. The report makes 10 recommendations including a call for stronger local government mitigation and decommissioning requirements, and developing more solar resource assessments which involve mapping ideal solar locations and prime farmland.

Additional information on the SER project may be found at the www.my.cleanenergyroadmap.com/partner/sanjoaquinvalley or by contacting Nathan McKenzie: Nathan@seiinc.org, 415-507-1432.

On April 8, 2016, the Clean Energy Cluster hosted a Clean Energy Summit in Visalia. Community Choice Energy and clean transportation were among the topics of event breakout sessions. Clean energy champions in the Valley were recognized; scholarships were awarded to high caliber students choosing to pursue careers in clean energy and alternative fuels. Since 2014, the Cluster has awarded more than \$25,000 in scholarships.



Housing

Work Group Partner

San Joaquin Valley
Housing Collaborative

Jenna Chilingirian
PROGRAM MANAGER, OFFICE
OF COMMUNITY & ECONOMIC
DEVELOPMENT

Alicia Sebastian
HOUSING & COMMUNITY
DEVELOPMENT DIRECTOR,
CALIFORNIA COALITION FOR
RURAL HOUSING

The San Joaquin Valley Housing Collaborative is a 501c3 nonprofit organization formed as a regional entity in 2009 to specifically address housing issues in the eight-county region of the San Joaquin Valley. It is governed by a board of directors and operates as a joint partnership between the Office of Community and Economic Development at Fresno State and California Coalition for Rural Housing.

MISSION: Regional solutions to promote affordable housing through dialogue among state, federal and local stakeholders.

YEAR IN REVIEW

The San Joaquin Valley Housing Collaborative (Collaborative) set out to provide more educational and technical assistance events in 2015-16 based on feedback it received in 2014.

In July 2015, the Collaborative hosted the regional forum "Greenhouse Gas Reduction Fund Programs: Funding Opportunities for the San Joaquin Valley." The forum provided an opportunity for information-sharing with Affordable Housing and Sustainable Communities program applicants. The more than 85 participants that came from across the region to Merced also learned about resources for accessing programs and discussed the limitations of programs and opportunity areas for change.

In September 2015, the Collaborative partnered with the Northern California Community Loan Fund, Sigala, Inc., and the San Joaquin Valley Rural Development Center to host the regional workshop "Innovative Finance Tools for Community Development in the San Joaquin Valley."

The workshop provided information and resources for financing community development projects with innovative approaches; topics of interest included affordable housing and new market tax credits. Both rural and urban perspectives from nearly 40 attendees contributed to the discussion in Tulare.

In November 2015, the Collaborative hosted the 4th Annual San Joaquin Valley Affordable Housing Summit, "Re-Imagining the 'Big Valley': Advancing Housing Opportunity and Equity."

The Summit brought together over 160 community development professionals from across the state and region to Bakersfield to expand the conversation around housing affordability, opportunity, and equity.

Breakout sessions addressed:

- Transit, Housing, & Energy: Redefining Affordability
- Housing As Health
- Planning to Stay: Addressing Displacement in the Valley
- De-concentration Inside Out: Creating Diverse, Inclusive, Communities
- Smart Planning for a Dry Region
- Working Lands and Working People: Promoting Equity in the Rural Valley

In April 2016, the Collaborative partnered with the California Association of Code Enforcement Officers

to host the Valley-wide symposium "Resources and Strategies to Fight Blight in San Joaquin Valley Communities."

The symposium highlighted code enforcement as a vital tool in combating blight and promoting the well-being of local communities. Over 95 attendees came to the Visalia symposium to explore successful code enforcement strategies and think through regional and professional partnerships to enhance code enforcement tools and techniques.

The Collaborative convened a committee of over 20 individuals in April 2016 to plan the 5th Annual San Joaquin Valley Affordable Housing Summit, "The Housing Connection: Housing as an Anti-Poverty Strategy" for the upcoming summer event in Fresno.

The San Joaquin Valley Housing Collaborative serves as a much-needed forum to discuss regional challenges and strategies to address the Valley's long- and short-term housing goals and as an invaluable tool for the region to organize as one voice when communicating with state and federal policymakers and regulatory agencies.

Housing Affordability, MSAs

Housing costs within the San Joaquin Valley's Metropolitan Statistical Areas (MSAs)

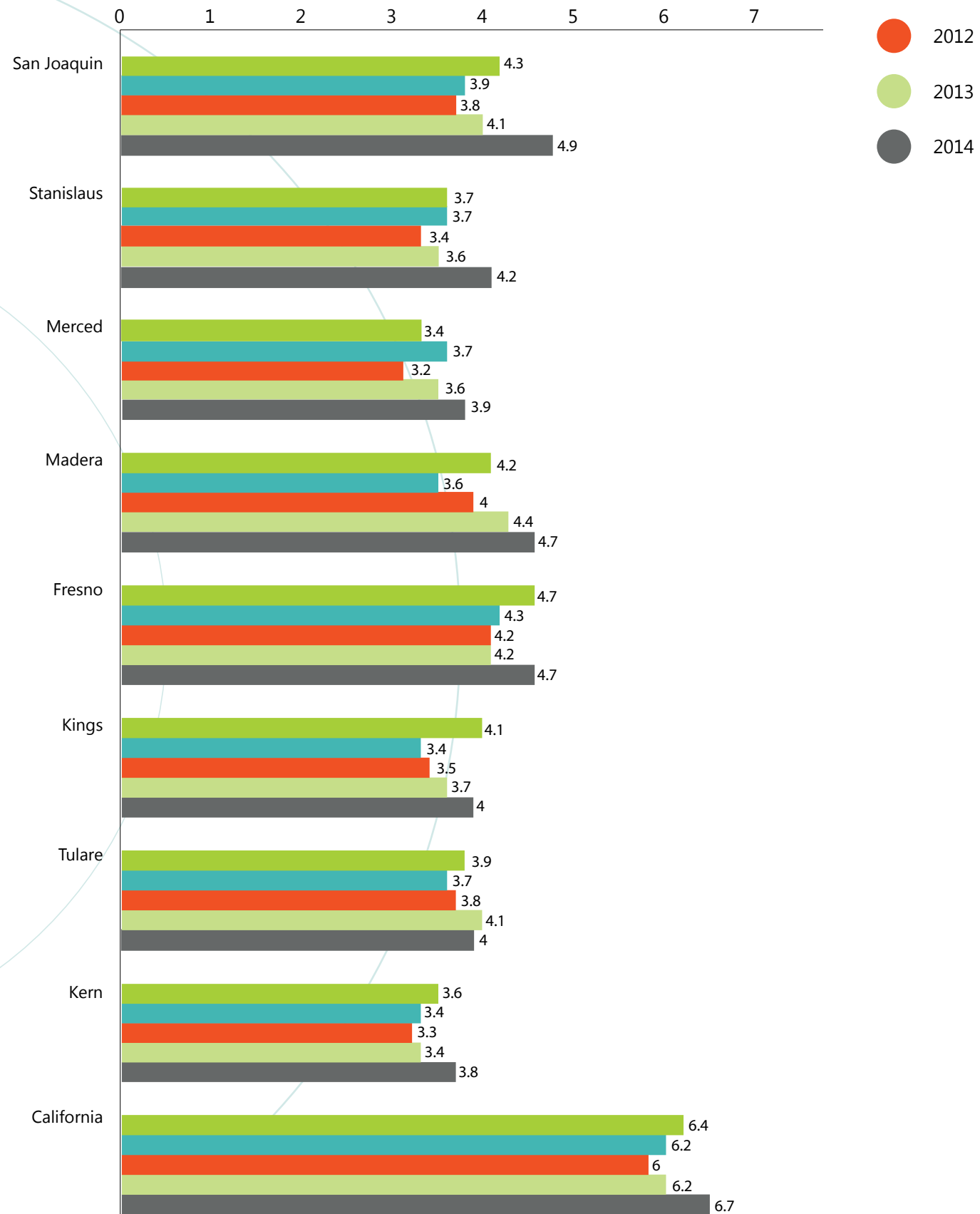
MSA	Annual cost of a standard housing unit	Percent of households unable to afford local cost of housing
BAKERSFIELD, CA	\$10,104	36%
FRESNO, CA	\$9,523	37%
HANFORD-CORCORAN, CA	\$9,389	32%
MADERA, CA	\$8,505	30%
MERCED, CA	\$8,628	33%
MODESTO, CA	\$10,000	34%
STOCKTON-LODI, CA	\$10,593	33%
VISALIA-PORTERVILLE, CA	\$9,383	37%
SAN JOAQUIN VALLEY	\$9,516	35%
CALIFORNIA	\$17,529	47%

Source: McKinsey & Company, San Francisco



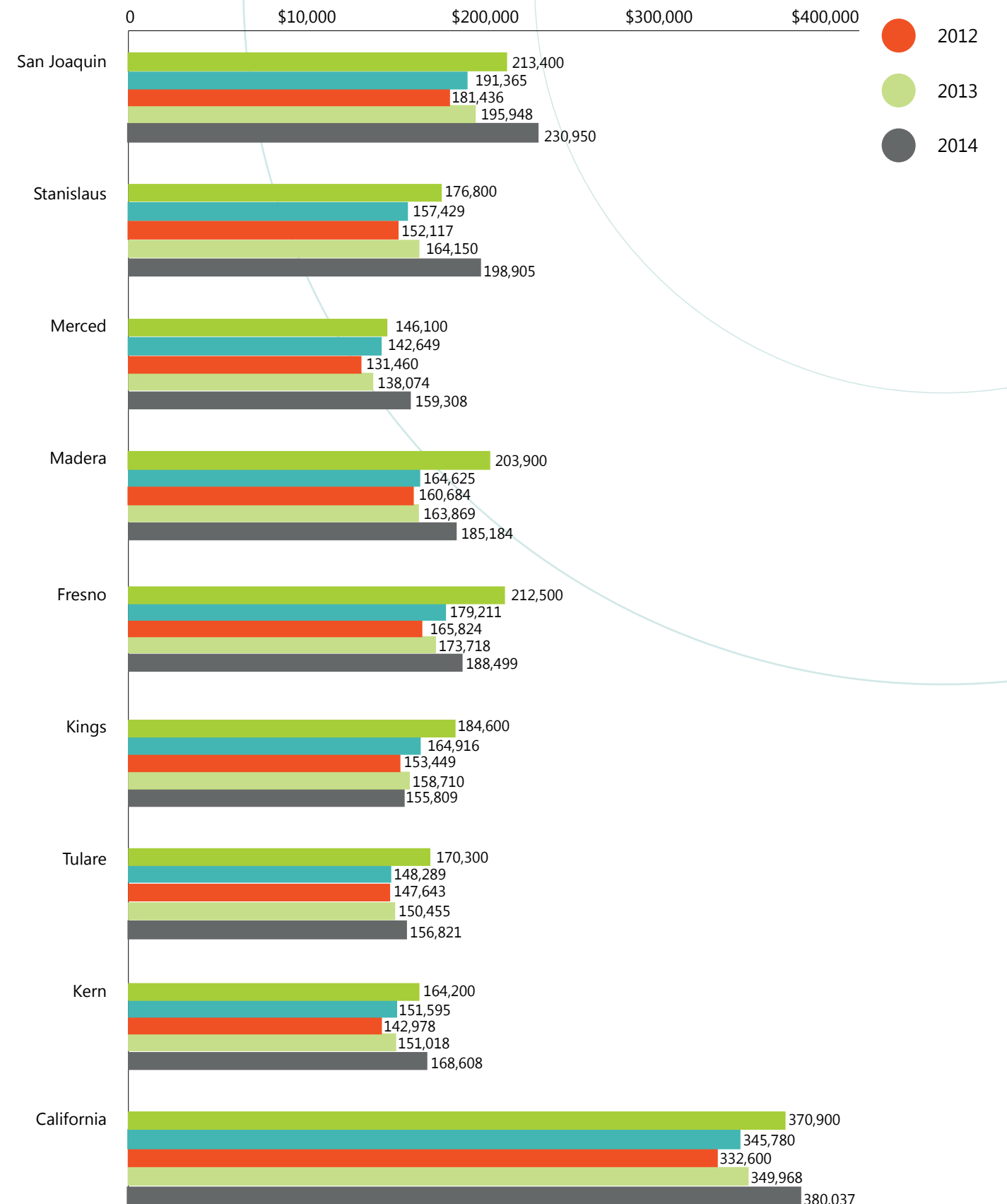
Home Affordability

Ratio between median housing price and median household income



Source: Calculated based on Census and American Community Survey

Median Value Owner-Occupied Homes



Source: Census and American Community Survey

PreK-12 Education

Work Group Partner
John R. Welty Center for Educational Policy and Leadership

Dr. Virginia Boris
CO-DIRECTOR

The John R. Welty Center for Educational Policy and Leadership (formerly Central Valley Educational Leadership Institute) was created with the mission to support Central Valley educational leaders in their efforts to eliminate the achievement gap and raise the achievement of all students.

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

YEAR IN REVIEW

Central Valley Educational Leadership Institute (CVELI) professional learning experiences engaged more than 860 Valley leaders that touch the lives of over 100,000 students. CVELI was honored this year to be renamed in honor of Dr. John Welty.

THE JOHN R. WELTY CENTER FOR EDUCATIONAL POLICY AND LEADERSHIP

The Central Valley Educational Leadership Institute (CVELI) was formed in 2002 by then-President Dr. John Welty with the mission to support Central Valley educational leaders in their efforts to eliminate the achievement gap and raise the achievement of all students. In 2014, Dr. Welty retired after 20 years of service as Fresno State president. In honor of his service to the Fresno State and the Central Valley, renaming CVELI was proposed. In accordance with CSU policy, the CSU Board of Trustees in March 2016 officially renamed CVELI as The John R. Welty Center for Educational Policy and Leadership (Welty Center).

THE WELTY CENTER RURAL NETWORK

The aim of the Rural Schools Network is to bring the resources of the University to our superintendents in small districts and facilitate a network of sharing. Regional meetings engaged 18 superintendents and their administrative teams in classroom visitations, focused presentations and job-alike dialogues. This work impacts more

than 12,000 Valley students. Two vital partners in this work are Fresno County Office of Education and Lozano Smith Attorneys at Law.

MIDDLE LEADERS PROGRAM-COHORT THREE

In spring 2016, the third Middle Leaders Program Cohort concluded. This two-year seminar series served 35 educational leaders that were both classified and certificated. Program themes include leading from the middle, teambuilding, followership, building trust, dealing with difficult people, coaching up those you lead, creating a positive workplace culture/environment and addressing workplace micro-inequities. With the graduation of the third Middle Leaders cohort, the program has now served more than 100 middle leaders from seven districts. Cohort Four will begin in fall 2016.

LEADERSHIP TEAM TRAINING- BUILDING COHERENCE FOR INSTRUCTIONAL IMPROVEMENT PROJECT

The Welty Center is the first educational organization in the United States to offer comprehensive internal coherence (IC) leadership team training to reinvent school culture, by expanding the role of teacher leaders, increasing organizational transparency and focusing on a schoolwide instructional focus. Healthy organizations, including schools, have a high level of

internal coherence - the shared belief that they can conquer any barriers to achieve priority organizational goals. Research shows that schools with high levels of internal coherence can overcome the negative impact of poverty on student achievement. This year the Welty Center expanded the IC Leadership Team Project to include 27 schools: 18 in Clovis USD and nine in Dinuba USD.

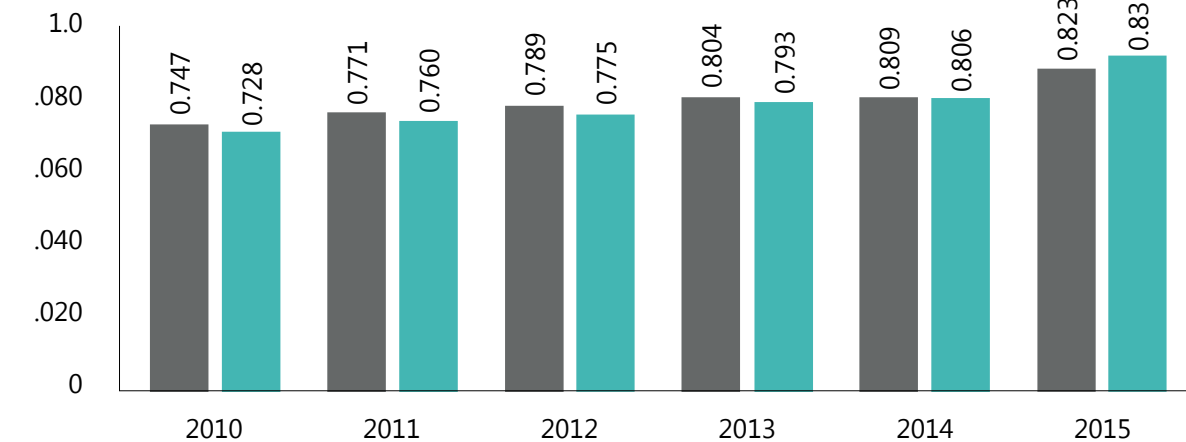
EXEMPLARY SCHOOL CONFERENCE

Each year, Central Valley PreK-16 educational leaders gather at The Welty Center Exemplary Schools Conference. On October 22, 2015, Fresno County Office of Education, Fresno Pacific University and the Welty Center hosted the sixth annual conference. Keynote speakers Bob Marzano and Darrell Scott focused on how leaders create school cultures that can help awaken a passion for learning in their students.



High School Graduation Rates

● SAN JOAQUIN VALLEY ● CALIFORNIA



Sustainable Communities

Work Group Partner
San Joaquin Valley
Regional Policy Council

Rob Terry
PRINCIPAL REGIONAL
PLANNER, FRESNO COUNCIL
OF GOVERNMENTS

The San Joaquin Valley
Regional Policy Council
(RPC) was established to
discuss and build regional
consensus on issues of
importance to the San
Joaquin Valley eight-county
region.

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

YEAR IN REVIEW

The Valley Legislative Affairs Committee (VLAC), established at the staff level at each regional planning agency (RPA), is responsible for tracking legislation and exchanging information crucial in developing a support/oppose/amend position for each RPA. VLAC coordinates annual Valley Voice advocacy trips to Washington, D.C., and Sacramento. During 2015-2016, Valley Voice went to Washington, D.C. in September and Sacramento in April.

The Merced County Association of Governments hosted the annual San Joaquin Valley Regional Policy Council (RPC) Fall Policy Conference in October 2015 at Fish Camp. Each year, the conference offers an opportunity for agency staff, elected officials, and other leaders to network and share information about state and federal activities.

The annual Blueprint Awards are presented at the Fall Policy Conference. The purpose of the awards program is to encourage quality in planning and development by recognizing outstanding achievements and practices that embrace blueprint smart

growth principles in the built environment. 2015 awardees include:

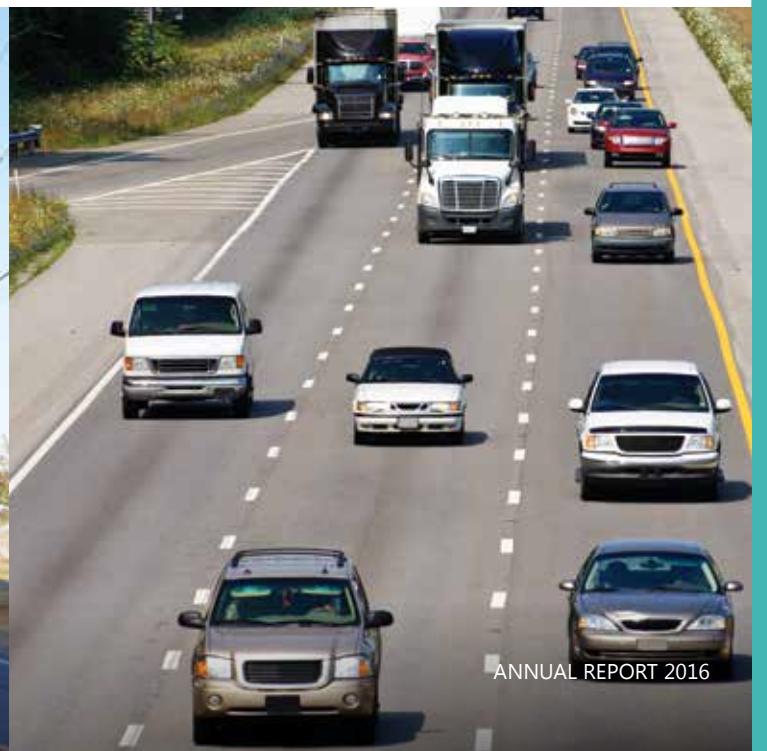
- 1612 City Lofts, the City of Bakersfield (Mixed Use – Award of Excellence)
- Avena Bella, City of Turlock and EAH Housing (Residential – Award of Excellence)
- CSU Bakersfield Student Housing, CSU Bakersfield (Residential – Award of Merit)
- Brio on Broadway, Granville Homes (Downtown Revitalization – Award of Excellence)
- The Newberry Building, Ten|Space Development (Downtown Revitalization – Award of Merit)
- Dry Creek Trailhead, City of Clovis (Transportation Enhancement – Award of Excellence)
- Bradley Overhead on Highway 140, Caltrans (Transportation Enhancement – Award of Merit)
- San Joaquin Sustainable Communities Coalition (Darrel Hildebrand Blueprint Leadership Award)

San Joaquin Valley Greenprint Phase II activities continued with lead from consultant Mintier-Harnish and support from Fresno Council of Governments. Phase II includes demonstration pilot projects to show how agencies can use Phase I mapping tools and information in local and regional planning, and the development of a resource management guide with tools and strategies.

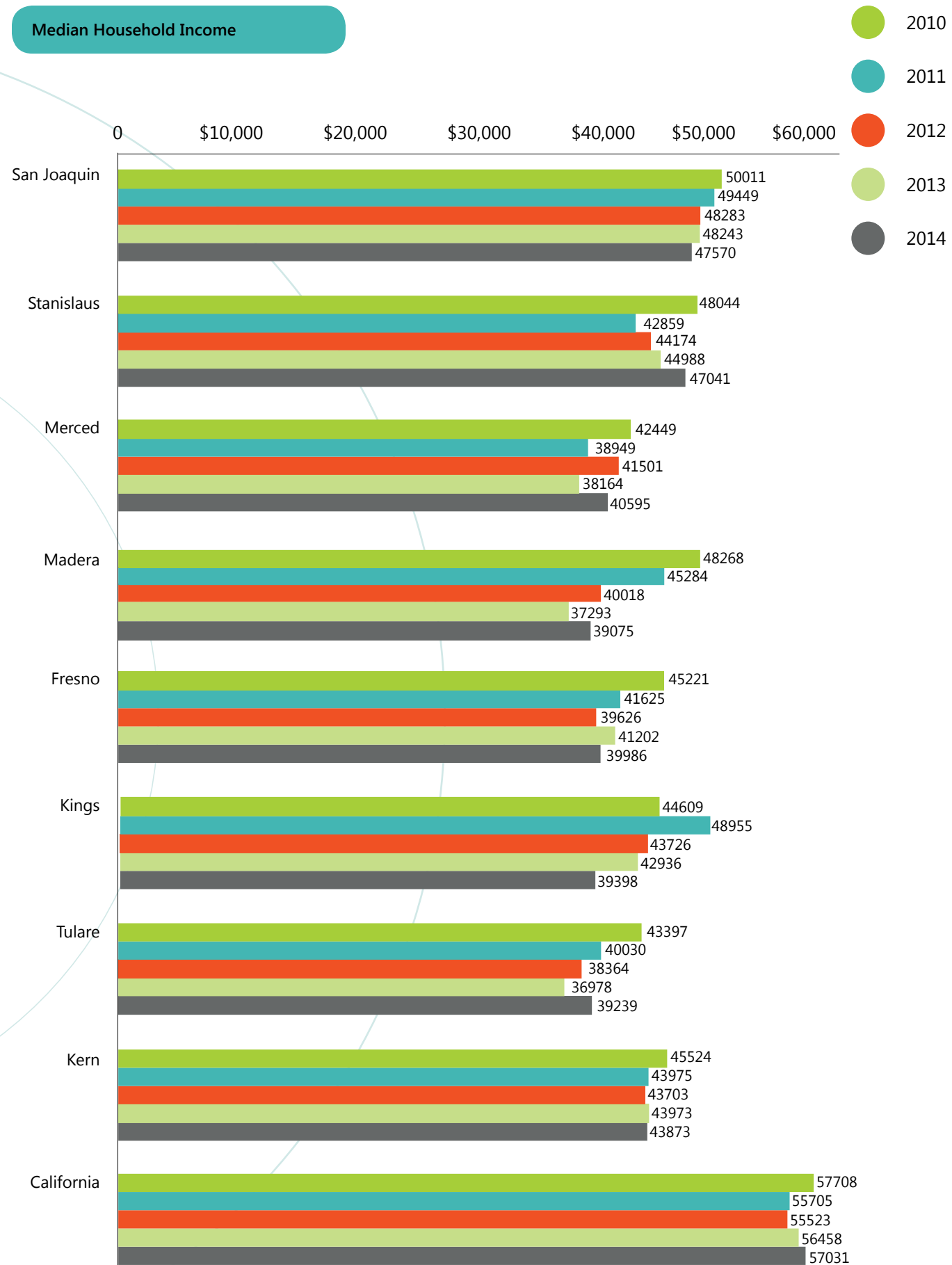
A final report that prioritizes the issues/tools, and provided context to the use of spatial maps was completed in January 2016. A Request for Proposals soliciting demonstration pilot projects was released in March, with a deadline for April. Projects and applicants will be identified as those who can lead these efforts in the Valley.

Jurisdictional outreach to Valley cities and counties is ongoing and will continue for the next several months for the Sustainable Energy Roadmap for the San Joaquin Valley, sponsored by the Strategic Growth Council. To date, the cities of Visalia, Avenal, Mendota, Kingsburg, Kerman, Firebaugh, Corcoran, San Joaquin, Orange Cove, Huron, Fresno, Sanger, and McFarland have executed a program agreement. Participating jurisdictions will develop a customized policy roadmap containing guidance to set and pursue goals related to smart growth, transportation, land use, climate and energy.

The RPC includes eight regional planning agencies, two elected officials from the boards of each RPA and the executive director of the San Joaquin Valley Air Pollution Control District. RPC works on transportation, air quality, and other Valley-wide issues to improve the quality of life for Valley residents.

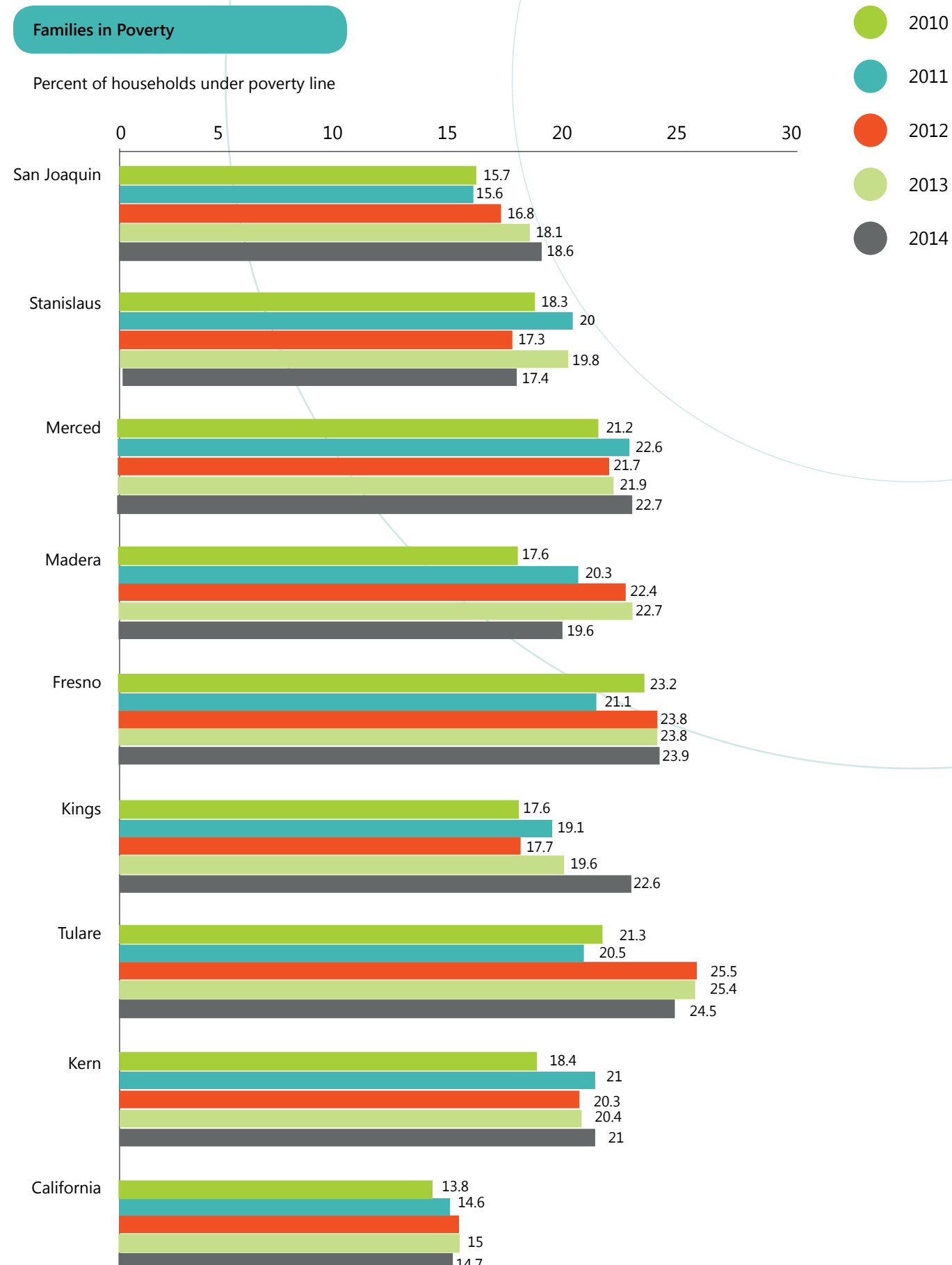


Median Household Income



Source: Census and American Community Survey

Families in Poverty



Source: Census and American Community Survey

Workforce Development

Work Group Partner
Central California
Workforce Collaborative

Elaine Craig
EXECUTIVE DIRECTOR,
WORKFORCE DEVELOPMENT
BOARD OF MADERA COUNTY

Central California Workforce Collaborative (CCWC) is a partnership between the workforce development boards (WDBs) representing San Joaquin, Stanislaus, Merced, Madera, Fresno, Tulare, Kings, Kern/Inyo/Mono, and Mother Lode counties.

MISSION: Develop the workforce preparation infrastructure to support sustained, long-term economic vitality.

YEAR IN REVIEW

CALIFORNIA WORKFORCE DEVELOPMENT BOARD SLINGSHOT

Approximately \$1 million has been infused into the San Joaquin Valley to fund several strategies. Fresno is serving as lead in collaboration with partners from community colleges, economic development, and employers in the manufacturing and construction/trades industries, to facilitate the needs of industry-related training, credentials/certificates, and career pathways, reciprocity of existing curriculum, and prior learning assessment and credit.

PROPOSITION 39 PRE-APPRENTICESHIP SUPPORT, TRAINING AND PLACEMENT GRANT

Funds originally awarded to five of the workforce development boards (WDBs) have been expanded to include several additional WDBs in the Central California Workforce Collaborative (CCWC) with Fresno as lead. The first cohort was in Madera and trained in electrical and sheet metal, and as plumbers, pipefitters, ironworkers and truck drivers. Cohorts have been completed in other local workforce areas and scheduled by the other funded WDBs.

VETERANS EMPLOYMENT-RELATED ASSISTANCE PROGRAM

Several WDBs received funding and successfully implemented the Veterans Employment-Related Assistance Program (VEAP) for veterans who were provided training and supportive services from the Pacific Gas and Electric Company Power

Pathways program for bridge to utility line workers in gas and/or electric. Additional funds and WDBs have been allocated to Fresno as the lead with future trainings to be through the pre-apprenticeship model. Additional VEAP funds have been received in the region with smaller sub-regions partnering.

JOBS-DRIVEN NATIONAL EMERGENCY GRANT

CCWC received funds for the Jobs-Driven National Emergency Grant and was distributed to all WDBs, with Madera as the lead. This grant serves dislocated workers with 30 percent of funds to be expended on work-based learning. The region has received an extension to these funds through March 2017. An economic and skills gap analysis is nearing completion for local areas as well as the region. Additional analysis will be received on the impact of High Speed Rail and the location of the Heavy Maintenance Facility as well as the economic impact to businesses with the impending minimum wage being increased to \$15 per hour.

WORKFORCE INNOVATION AND OPPORTUNITY ACT

CCWC and its participating WDBs began review and implementation of the newly enacted Workforce Innovation and Opportunity Act (WIO) signed into law by the president in July 2014. CCWC counties have been designated as a region, with the exception of

Mother Lode County. All local areas and the respective WDBs have received certification and designation by the state.

AMERICA'S PROMISE GRANT

The region has submitted an application for the America's Promise Grant with Fresno as the lead. If received, the grant will provide additional capacity and training related to manufacturing.





fresno state partners

The Office of Community and Economic Development at Fresno state (OCED), Secretariat of the Partnership, is an on-campus division dedicated to aligning the university's intellectual capacity and innovation-driven economic development initiatives to improve the competitiveness and prosperity of the region.

It does so through a variety of ways including: economic development innovations, community development, and connecting the University and the community. In doing so, OCED is able to leverage the Partnership for greater regional benefit.



CONTINUED FROM PAGE 58

The San Joaquin Valley Rural Development Center (SJVRDC) provided technical assistance, services, and resources to 51 rural entities: one federally recognized tribe, five special districts, 12 school districts, 17 rural nonprofits, and 16 rural cities. SJVRDC participated in more than 225 community events throughout the region.

SJVRDC generated \$59,495 in unrestricted income during 2015-2016. These flexible dollars allowed SJVRDC to leverage additional state and federal grant funding that required match contributions. On Sept 29, 2015, SJVRDC presented to a judging body of its peers as one of three finalists for the University Economic Development Association 2015 Community Connected Campus Award of Excellence. As a result of its tireless efforts in the region's rural communities and its presentation, SJVRDC was selected as the 2015 award winner (pictured above).

SJVRDC delivered three grant writing workshops to stakeholders in Atwater and Porterville. These workshops are in line with furthering the goal of building local grant writing capacity throughout the region's rural communities. Workshops provided instruction and technical assistance to a combined 86 participants.

The Central Valley Community Foundation awarded a \$10,000 to SJVRDC to deliver two workshops for rural community stakeholders, "El Niño is Not Enough! Funding & Solutions for Drought-Stricken Communities." A combined 73 participants attended the workshops.

SJVRDC sponsored representatives from the City of Avenal and the City of San Joaquin to attend the October 2015 Introduction to Economic Development Certificate Program (IEDC). For the past three years, OCED has partnered with University Business Center at Fresno State to conduct IEDC, A four-day training to equip participants with a fundamental understanding of various economic development components. An economic development strategy was completed for the City of Arvin in Kern County. The 10-month process included 12 meetings with an 18-member advisory committee comprising local stakeholders and representatives from organizations that provide services to the rural community. The economic development plan was officially ratified by the Arvin City Council on February 16, 2016.

SJVRDC received a second consecutive USDA Farmers Market Promotion Program grant. This facilitate assistance in establishing and promoting a local farmers market for the rural communities of Avenal, Huron and Orange Cove. In addition, one seasonal part-time position for Farmers Market Manager was created in each community. SJVRDC delivered food handling training workshops to a combined 53 small businesses and entrepreneurs from Avenal, Huron and Orange Cove during the months of February, April and May 2016. The workshops were designed to help individuals successfully complete the process of becoming a certified Farmers Market Vendor. Workshops were offered in partnership with public health officials from Fresno and Kings counties.

In conjunction with Fresno State SBDC, SJVRDC began providing training and technical assistance to small rural farmers in 2016. A partnership was established with Fresno City College Training Institute and Reedley College to deliver multilingual Good Agricultural Practices (GAP) training workshops to small rural farmers in the San Joaquin Valley. The partnership continues in 2017.

SJVRDC received a \$5,000 investment from the California Department of Food and Agriculture to deliver State Water Efficiency and Enhancement Program grant application workshops and technical assistance to Spanish-speaking small rural farmers. Services were delivered in partnership with the University of California Cooperative Extension, Fresno and Tulare counties. The partnership continues in 2017.

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Represented OCED, CRPC and Fresno State at Regional Planning Agencies Director's Meetings, monthly transportation and land-use development meetings with the directors of the San Joaquin Valley Council of Governments and/or Metropolitan Planning Organizations

A priority for the coming year is to secure funding for regional planning efforts through grants and service contracts. Moving forward, CRPC will continue to build partnerships with Valley planners, and engage university staff to gain a deeper understanding of planning needs and potential services.

San Joaquin Valley Rural Development Center

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Above. Left to right, Gene Merrill and Christy Bell, UEDA; Eduardo Gonzalez and Ismael Herrera, SJVRDC; Mike Dozier, OCED

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Community and Regional Planning Center

The Community and Regional Planning Center (CRPC) is a joint venture at Fresno State between the College of Social Sciences, Department of Geography and City and Regional Planning, and the Office of Community and Economic Development (OCED).

Through Fresno State faculty, students and public and private sector partners, CRPC:

- Develops and delivers technical assistance to cities, addressing issues such as affordable housing, smart growth and land use planning, economic development, community engagement, and sustainability.
- Supports planning-related knowledge and innovation through disseminating resources and best practices.
- Encourages peer learning, data analysis and research, and incubating and testing new ideas for sustainable development and resource conservation in the Valley.

StreetsAlive: A Walking and Bicycling Audit Program

Made possible by a \$39,880 environmental grant from Fresno Regional Foundation, StreetsAlive is a technical assistance program to promote and support walkable and bicycle-friendly communities in the rural cities of Avenal, Mendota, Orange Cove, and San Joaquin. The program consists of community workshops, audit days, and peer learning exchanges.

Community Activities

- Coordinated and hosted the 2015 San Joaquin Valley Blueprint Awards Ceremony at the San Joaquin Valley Regional Policy Council's 11th Annual

Fall Policy Conference. Blueprint Awards recognize and celebrate projects throughout the Valley that reflect smart growth principles

- Assisted in developing the Sustainable Parks and Recreation Community Initiative at Fresno State, a partnership between the Department of Recreation Administration and parks and recreation agencies in the San Joaquin Valley
- Co-hosted the inaugural San Joaquin Valley Parks Summit in Fresno; the summit attracted an audience of 170 professionals from throughout the San Joaquin Valley
- Co-hosted a Community and Regional Planning Certificate Networking and Launch Event for Fresno State's online certificate program
- Participated in the City of Clovis Inaugural Urban Design Festival, in partnership with City of Fresno and Downtown Fresno Partnership to showcase upcoming changes to Fulton Mall in Downtown Fresno
- Piloted PARKhop, a monthly parklet demonstration in front of local businesses during Art Hop in Downtown Fresno
- Continued to support Fresno State's 5th Annual Community Facilities Challenge, hosted by Northern California Community Loan Fund.

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University of California, Merced Small Business Development Center Regional Network

The University of California, Merced Small Business Development Center Regional Network (UCM SBDC) is one of 63 networks in the United States and its territories. UCM SBDC is nationally accredited to include the additional distinction of being accredited for technology and innovation services. UCM SBDC provides business assistance in Central California, a geographic area of 51,000 square miles which spans from the Eastern Sierras to the Central Pacific Coast. The San Joaquin Valley is represented by Fresno, Kern, Kings, Madera, Merced, Stanislaus, and Tulare counties.

Host institutions are Fresno State SBDC, CSU Bakersfield SBDC, CSU Monterey Bay SBDC, Cal Poly CIE SBDC, and Alliance SBDC in Modesto/Merced. The UCM SBDC mission is to provide entrepreneurs and small businesses with high-quality consulting, support for innovation, access to information and the tools necessary to build successful sustainable businesses.

UCM SBDC experienced another strong year with an increase in job creation and job retention among its clients. Because of the innovative network and strong partnership and community support, UCM SBDC helped to create 979 jobs and save 582 jobs; provided assistance to 2,378 clients; helped to start 200 businesses; and catalyzed an additional capital infusion of \$43,407,474.

Each year, UCM SBDC participates in the National Impact Study of clients that receive five or more hours of consulting. The 2014-2015 survey resulted in clients generating \$26.4 million in sales and \$3.67 million in tax revenues with a benefit to cost ratio of \$5.55 to every dollar spent.

"The SBDC program in Central California makes a positive contribution to the economy," said James Chrisman Ph.D., College of Business, Mississippi State University.

The UCM SBDC technology and innovation program assists entrepreneurs in the areas of technology transfer, commercialization, research and development, procurement assistance, intellectual property, and alternative financing such as angel and venture capital funding.



Fresno State Small Business Development Center

As part of the UC Merced SBDC Regional Network, Fresno State Small Business Development Center (Fresno State SBDC) supports its mission to provide entrepreneurs and small businesses with high-quality consulting, support for innovation, access to information and the tools necessary to build successful sustainable businesses. To fulfill this mission, Fresno State SBDC collaborates with many local, state and federal organizations to provide a tool belt of resources for small businesses in the four-county region it serves: Fresno, Kings, Tulare and Madera.

In January 2016, Fresno State SBDC entered a new chapter as management was transitioned to the Office of Community and Economic Development at Fresno State, with a new director and support staff. This transition did not cause interruption of services as Fresno State SBDC met and exceeded its milestone goals.

Fresno State SBDC had a strong 2015-2016 with an increase in job creation and job retention among its clients. The innovative staff and consulting team along with its strong partnerships and community support helped create 153 jobs and save 183; provided assistance through 1,949 client counseling sessions; started 53 new businesses; and catalyzed an additional capital infusion of \$7,506,739.

Partnerships continued with Univision Communications Inc., U.S. Small Business Administration, Fresno CDFI, The Mexican Consulate, U.S. Economic Development Department, U.S. Department of Agriculture, Better Business Bureau, Square Inc., and Google, as well

as local lending institutions, to promote "Plan Prosperidad," a community initiative with a primary focus of helping the Latin American community start or grow their business.

"Plan Prosperidad" hosted two events during this reporting period, one in November 2015 and one in May 2016. At these events, more than 300 community members found small business resources and the technical assistance necessary to thrive.

Fresno State SBDC continued to be part of Fresno4biz, a public/private network of 12 local organizations. Fresno4biz.com is the portal for all available resources and services provided by this united front. All 12 have one common goal: to help small businesses.



Central Valley AgPLUS Food and Beverage Manufacturing Consortium

AgPLUS was one of 12 regions across the country to receive an Investing in Manufacturing Communities Partnership (IMCP) designation from the U.S. Economic Development Administration in July 2015. IMCP supports the development of the manufacturing sector through 11 federal agencies and by providing preferential consideration in \$1.3 Billion in existing federal funding opportunities. Regions awarded the designation are tasked with executing and increasing investments into six identified pillars of the manufacturing ecosystem.

AgPLUS aims to catalyze the growth of food and beverage manufacturers and middle-skilled jobs in California's agriculture-rich Central Valley, encompassing a 28-county region that spreads from Shasta County to the north down to Kern County in the south. AgPLUS supports the advancement of the region's agriculture-related economy, which includes \$34.7 billion in farm-gate value, \$11.0 billion in exports and \$43.2 billion in annual output from food and beverage manufacturers.

Accelerating the growth of value-added food and beverage manufacturing provides economic opportunity and shared competitive advantage to the Central Valley, California and the nation by minimizing leakage of \$4.1 billion of output and 5,000 jobs outside of the region.

AgPLUS has created eight strategies to carry out its implementation plan through investment in each of the six pillars:

WORKFORCE AND TRAINING

Strategy #1:
K-16 Food and Beverage Manufacturing Career Pathway

Strategy #2:
Community College-Industry Curriculum and Training Alignment

SUPPLIER NETWORKS

Strategy #3:
Supplier Mapping and Match-Making

RESEARCH AND INNOVATION

Strategy #4:
Central Valley AgPLUS Research and Partnership

Strategy #5:
Central Valley Innovation Hub Network

INFRASTRUCTURE/SITE DEVELOPMENT

Strategy #6:
Rural-Urban Connections Strategy Planning Tools

TRADE AND INTERNATIONAL INVESTMENT

Strategy #7:
Central Valley Export Training Program

OPERATIONAL IMPROVEMENT AND CAPITAL ACCESS

Strategy #8:
Regional Finance Fund

Vision Statement

Why Regional Collaboration?

A little more than 10 years ago, the San Joaquin Valley struggled to get the attention of the state and federal governments as well as private foundations to assist in addressing our many needs. We were, and still are, the most impoverished region in the nation. It was made clear to those seeking assistance that we needed to come together and work collaboratively as a region to show that the return on investment would benefit the entire region rather than any one single local area.



In 2005, leaders from the Valley and Sacramento came together through the establishment of the Partnership with the intent of giving the Valley one voice and initiating a collaborative approach to addressing our many issues.

The Valley's eight counties are much more similar than different. We needed to understand that if one area finds success, the entire Valley benefits. There is efficiency and strength in working together. If done right, no one loses and everyone gains. It's not the competition between cities, counties, and subregions that will lift us out of our economic, environmental, and equity situation.

On the contrary, it is collaboration that benefits us all and moves us forward. "United we stand. Divided we fall." Today, regional collaboration in the Valley is commonplace. It is second nature. Our 10 work groups routinely collaborate regionally.

Look at what is taking place in the Valley. The state and federal governments are requiring regional collaboration for most grant investments. Because the Valley's public and private

sectors are working together, we become more successful in being awarded these grants. Throughout the state and nation the Valley is being singled out as an example of regional collaboration.

Our economic development organizations are working with the workforce agencies and community colleges, which are in turn working with an alliance of private businesses. The San Joaquin Valley Regional Policy Council is working regionally with cities, counties and community based organizations to address land use, transportation and housing issues. They have joined together to train public, community based organizations and private groups on how to apply for greenhouse gas reduction funds. As a result, the Valley has seen a significant increase in funding

The future for the Valley is as bright as we make it. The opportunities are there; but it will take a concerted effort. It will take collaboration. Why collaboration? Because it works!

A handwritten signature in black ink that reads "Mike Dozier".

Mike Dozier
Lead Executive



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