

collaborate



California Partnership for the
San Joaquin Valley

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Downtown Modesto / Photo courtesy of City of Modesto

California Partnership
for the San Joaquin Valley
2013 Annual Report

Secretariat for
California Partnership
for the San Joaquin Valley

OFFICE OF COMMUNITY & ECONOMIC DEVELOPMENT
Fresno State



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California Partnership for the
San Joaquin Valley

Letter to Governor Brown

Dear Governor Brown and Members of the Legislature:

On behalf of the California Partnership for the San Joaquin Valley Board of Directors, we present the 2012-2013 Annual Report which begins where our 2011-2012 Annual Report concluded and covers Partnership activity through June 2013.

We want to thank the administration for its assistance in filling vacant Board positions and working with the Board and stakeholders on issues of concern for the San Joaquin Valley. We want to thank our Board members for their commitment to the Valley by serving on the Board. Many of them greatly contributed to the creation of the Partnership, and we honor and appreciate their contribution and countless hours of volunteer work.

In April, the Partnership conducted the second annual Regional Economic Forum in Fresno. The objective of this Forum was to report on action taken from last year's event and set action steps for 2013-2014 focusing on Infrastructure, Workforce, Innovation, Regulation/Sustainability and Access to Capital. The major focus of this year's forum was stewardship in relation to moving the region forward through equity, environment and economics. The "Issues, Opportunities and Recommendations" of this Forum were forwarded to the State Summit held in Los Angeles in November.

The Partnership launched the Regional Industry Clusters Initiative in February 2013. This initiative brings together workforce and economic development providers, community colleges, universities, and nonprofit/professional organizations to address the needs of business in seven regional industry clusters: Agriculture, Manufacturing, Health and Wellness, Energy, Water Technology, Logistics, and Public Infrastructure. By addressing these needs in real time, it will create an efficient and stronger better economy and put Valley residents to work in sustainable jobs.

The Partnership entered the second year as the leader of the San Joaquin Valley Regional Broadband Consortium. This Consortium of information technology professionals, county and city staff, and private sector providers has achieved great momentum in meeting the goal of 98 percent broadband coverage by 2015. Additionally, Secretariat staff and our numerous partners have conducted digital literacy classes throughout the Valley to train residents and businesses about

how to use the Internet for their benefit. The Consortium is working with hospitals, clinics and public health providers to establish telehealth and telemedicine locations in rural and remote areas not currently served.

The Partnership continues to be active in sustainable planning through Smart Valley Places (SVP), a compact of 14 Valley cities and four regional nonprofit organizations that builds on the Partnership's Strategic Action Proposal and the San Joaquin Valley Regional Blueprint's smart growth principles. SVP was funded initially through a HUD Sustainable Communities grant in 2011. That funding concludes November 2013; but SVP is looking ahead to continued collaboration on sustainable planning practices. The Partnership Secretariat, the Office of Community and Economic Development at Fresno State, is continuing SVP activities through the Community and Regional Planning Center.

The Partnership's Board of Directors would like to express its appreciation to the Secretariat staff at Fresno State and all Valley stakeholders that have engaged in this regional effort. We would like to thank local and regional agencies, nonprofits and those in the private sector which have given support through in-kind and financial contributions, specifically, Kaiser Permanente Central Valley and Valley CAN, both of which continue to collaborate for regional good.

We would like to thank the James Irvine Foundation and the U.S. Economic Development Administration for their financial support. The Irvine funding marked the first direct funding received by the Partnership since the state funding in 2008. We applaud its foresight in investing in the worthwhile effort. We also want to thank everyone who has contributed their time and expertise to our 10 work groups.

Valley residents should be encouraged by the promising steps that have been taken in the past year. By working together to achieve the Valley's potential as California's 21st Century Opportunity, the Partnership is crafting a vision of the San Joaquin Valley which was not previously thought possible.

Ashley Swearingin
Partnership Chair
Mayor
City of Fresno

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

Diana Dooley
Partnership Deputy Chair
Secretary
California Health and
Human Services Agency

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Program Leadership & Partners

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Partnership Chair
Mayor of Fresno

Corwin Harper
Partnership Deputy Chair
Kaiser Permanente
Central Valley

Secretary Diana Dooley
Partnership Deputy Chair
California Health & Human
Services Agency

Secretary Anna Caballero
California Business, Consumer
Services & Housing Agency

Secretary Brian Kelly
California Transportation
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Luisa Medina
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Michael Navarro
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Architects

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Visalia City Council

David Nelson
A.G. Spanos Companies

Joe Oliveira
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Billy Powell
Representative, San Joaquin
Valley Labor Organizations

Larry Powell
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Valley Labor Organizations

Mary Renner
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Max Rodriguez
Madera County Board
of Supervisors

Ted Smalley
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of Governments

James Tague
E&B Natural Resources
Management Corporation

Ray Watson
Kern County Board
of Supervisors

Peter Weber
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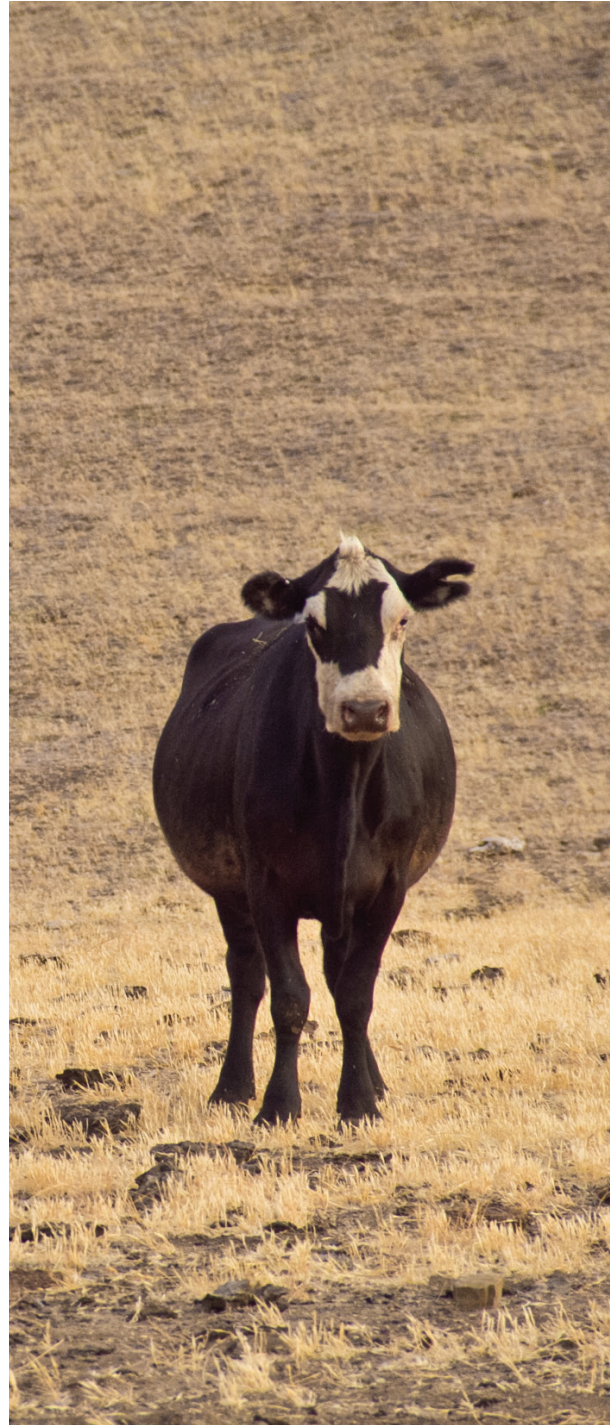
Fritz Grupe
Chairman,
The Grupe Company

Glenda Humiston
U.S. Department of
Agriculture

Leroy Ornellas
Former San Joaquin County
Board of Supervisors

Robert Tse
U.S. Department of
Agriculture

* Partnership Board Advisors



Work Group Partners

Advanced Communications Services

San Joaquin Valley Regional Broadband Consortium
Rachel Audino, Government Affairs Manager
Office of Community & Economic Development
Fresno State

Air Quality

The Maddy Institute

Fresno State

Mark Keppler, Executive Director

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

Economic Development

California Central Valley

Economic Development Corporation

Jennifer Faughn, President

Strategy One

Energy

San Joaquin Valley Clean Energy Organization

Courtney Kalashian, Associate Executive Director

Paul Johnson, President

Paul Everett Johnson & Associates

Health & Human Services

Office of Community & Economic Development

Fresno State

Silas Cha, Project Manager

Higher Education & Workforce Development

HIGHER EDUCATION

Central Valley Higher Education Consortium

Fresno State

Barbara Hioco, Executive Director

WORKFORCE DEVELOPMENT

Central California Workforce Collaborative

Blake Konczal, Executive Director

Fresno Regional Workforce Investment Board

Housing

San Joaquin Valley Housing Collaborative

Stacie Dabbs, Associate Director

Office of Community & Economic Development

Fresno State

PreK-12 Education

Central Valley Educational Leadership Institute

Fresno State

Marcy Masumoto, Project Director

Sustainable Communities

San Joaquin Valley Regional Policy Council

Barbara Steck, Deputy Director

Rob Terry, Senior Regional Planner

Fresno Council of Governments

Water Quality, Supply & Reliability

California Water Institute

Fresno State

David Zoldoske, Director

Jim Tischer, Program Manager

Sarge Green, Program Director

Secretariat

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Executive Director

Stacie Dabbs
Associate Director

Shelby Gonzales
Finance Director

Ismael Diaz Herrera
Rural Development Center Director

Melanie Allen
Administrative Support Coordinator

Rachel Audino
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Angelica Cano
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Sally Cardell
Fiscal Analyst

Silas Cha
Project Manager

Shelby Gonzales
Finance Director

Eduardo Gonzalez
Project Manager

Marcia Martin
Communications Coordinator

Wilma Satterberg
Fiscal Analyst

Philip Siegrist
Research Assistant

Executive Summary: Secretariat

The Office of Community and Economic Development at Fresno State (OCED) is uniquely positioned as the Secretariat for the Partnership to serve the region and align university resources with San Joaquin Valley initiatives. OCED programs, communications and key relationships with internal and external stakeholders provide a platform for leveraging those resources. Partnership activities for the period July 2012 through June 2013 are highlighted in the next section.

Administration Report

Smart Valley Places

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

Building on the Partnership's Strategic Action Plan and the San Joaquin Valley Regional Blueprint's smart growth principles, SVP completed the second year of the three-year work plan. This work plan is the Valley's roadmap to transforming itself, from one of the most challenged and underserved areas of the country into a region that embraces and reflects smart growth and sustainable development that will impact not only the health and prosperity of the region but the whole of California. The Partnership will complete the SVP program in December 2013.

San Joaquin Valley Housing Collaborative

The Partnership Secretariat serves as the administrative lead of the San Joaquin Valley Housing Collaborative (SJVHC), a 501c3 regional collaboration of public and private housing experts and stakeholders from the eight-county region that serves as a forum to identify, discuss, and address housing issues and challenges. In the past year, the Collaborative organized the region's second annual Affordable Housing Summit in collaboration with the Federal Reserve Bank of San Francisco, Housing California, and California Coalition for Rural Housing. The audience comprised of a broad range of advocates, local government staff, nonprofit organizations and developers and the topics of the day ranged from sustainable growth and affordable housing, to foreclosure assistance and recovery. As with last year's summit, the goal of this year's event was to bring the region together with experts from throughout the state to discuss regional strategies to the Valley's housing challenges. SJVHC is interested in serving the needs of the region, particularly in regards to affordable housing projects now that redevelopment agencies, which provided that funding, no longer exist.

San Joaquin Valley Regional Economic Forum

The Partnership hosted the second annual San Joaquin Valley Regional Economic Forum, one of a series of regional forums throughout the state that contributed to

a statewide conversation and strategy for economic development and community transformation. "Creating a Great Place for People and Business," this regional forum was an event that strengthened partnerships around shared goals across the region, and assisted in prioritizing high-impact policy recommendations that were offered at the California Economic Summit in November 2013. The key message from the Valley was that a stewardship approach is fundamental to community and regional transformation, highlighting the interconnectedness of social, environmental and economic challenges that our region faces. The results of the April 2013 Forum are published on the Partnership website.

San Joaquin Valley Regional Broadband Consortium

The San Joaquin Valley Regional Broadband Consortium received funding from California Public Utilities Commission to bring broadband infrastructure to unserved and underserved communities in the eight-county region. In its second year, SVJRBC will receive \$150,000 a year for up to three years. In 2013, SJVRBC began developing a broadband deployment plan, identifying replicable projects and pilot sites with Kern County Medical, Kennedy Meadows, and the City of Shafter. SJVRBC is working with the City of Fresno and its Strong Cities, Strong Communities team on an agricultural pilot site, which would connect with the city's vision to revamp downtown Fresno as an Ag technology business hub in the country. SJVRBC advocated for legislation which would increase funding to provide broadband access in unserved and underserved communities.

San Joaquin Valley Regional Industry Clusters Initiative

Regional Industry Clusters Initiative (RICI) got its official start in February 2013, with team members engaging champions for the seven identified clusters: Agriculture, Clean Energy, Health & Wellness, Logistics, Manufacturing, Public Sector Infrastructure, and Water Technology. The Leadership Education Work Group, established by the Health & Wellness Cluster, held informational meetings regarding public

health with San Joaquin Valley elected officials. RICI partnered with University Center for Advancing Manufacturing (UCAM) for its 3rd Annual Conference in October 2013, securing Dr. Joseph Castro, Fresno State's new president as keynote speaker. The Clean Energy Cluster held its first event in August 2013 at the International Agri-Center in Tulare.

Annual Report

The 2012 Partnership Annual Report, which covers July 2011 through June 2012, was printed and distributed at several Partnership events and meetings and to our network of partners and stakeholders. Additionally, the report received the 2013 Gold ADDY Award for the category Collateral Material, Annual Report, Four-Color, from the Fresno Advertising Federation (FAF). Bertz-Rosa Strategy & Creative, our communications consultant which designed the report, submitted it for judging. The ADDY Awards is a national program conducted by the American Advertising Federation, of which FAF is a member. The ADDYs comprise 15 districts; Fresno is part of District 14, which includes Northern California and Northern Nevada.

Sustainability of the Partnership

Building trust and relationships throughout the San Joaquin Valley has put the Secretariat and the Partnership in prime position to lead the Valley toward regional solutions. Through collaboration and its unique regional structure, the Partnership is prepared to quickly apply for complex grants that require cross-boundary programs and numerous regional partners. Therefore, the Secretariat has dedicated staff searching for funding opportunities and building relationships with local, state and national funders. This approach has proved to be successful because of the investment in the Valley by The James Irvine Foundation, U.S. Economic Development Administration, California Workforce Investment Agency, California Employment Development Department, California Public Utilities Commission, California Emerging Technology Fund, and U.S. Department of Housing and Urban Development. More importantly, these partners have entrusted the Partnership's Secretariat to implement the funded programs. Additionally, while creating funding opportunities, Secretariat staff has furthered the Partnership's mission focusing on the three Es - equity, environment and economy. OCED's San Joaquin Valley Rural Development Center has entered into contracts throughout the Valley to teach digital literacy, provide grant writing classes, and develop Community-Based Economic Development Strategies.

Looking Ahead

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

1 Infrastructure Development

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

2 Sustainable Planning

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

3 Job Creation

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

Financials

The Office of Community and Economic Development at Fresno State (OCED) received a \$5 million grant from the state of California in 2006 to build the framework of the Partnership. Half was designated for two-year seed grants and divided among 14 organizations selected to fulfill the Partnership's Strategic Action Plan. The other half supported administration of the Secretariat, the 10 work groups and an annual report and meeting. No other direct funding was received until 2012 when the James Irvine Foundation awarded OCED \$200,000 for administration, communications and

\$1,311,577 US Dept of Housing & Urban Development

\$ 181,862 California Public Utilities Commission

\$ 49,804 UC Merced SBDC

work group coordination for two years. An additional \$200,000 was received for the 2012-2013 budget year. OCED is able to sustain administration and coordination of the Partnership by leveraging funds from Fresno State, \$142,359, and the James Irvine Foundation, \$200,000; grants from state and federal agencies assist with meeting the goals of the Partnership and its work groups.

For fiscal year 2012-2013, OCED received \$1,793,126 from the following sources, listed with the funded program: \$23,059 from U.S. Department of Agriculture for a Pathways to Rural Economic Progress grant; \$101,706 from U.S. Economic Development Administration for Valley Connect (includes \$29,228 for the Lyles Center for Entrepreneurship and Innovation at Fresno State); \$110,000 from U.S. Economic Development Administration for the University Center grant (includes \$35,000 for the Lyles Center); \$1,311,577 from U.S. Department of Housing and Urban Development for

Fresno State \$450,458

James Irvine Foundation \$200,000

US Dept of Agriculture \$ 23,059

US Economic Development Admin \$211,706

Smart Valley Places (SVP), a sustainable communities initiative, (includes \$1,176,486 for SVP consortium members); \$181,862 from California Public Utilities Commission for the San Joaquin Valley Regional Broadband Consortium; \$49,804 from UC Merced for the Small Business Development Center grant; \$9,118 from Fresno Economic Opportunities Commission for the U.S. Department of Agriculture Regional Business Enterprise Grant; and \$6,000 from Fresno Council of Governments for two Community-Based Outreach mini grants.

The San Joaquin Valley Rural Development Center (SJVDC) received \$17,550 for providing grant writing and consulting

EOC via US Dept of Agriculture \$ 9,118

Fresno Council of Governments \$ 6,000

From Donations \$ 18,500

From Grant Writing \$ 17,550

services to Valley rural communities. Fresno State provided \$308,099 in support of OCED, SJVDC, Regional Industry Clusters Initiative, and Community and Regional Planning Center.

Efforts to organize the San Joaquin Valley Regional Economic Forum generated \$18,500 in donations from partners of the Partnership with the lion's share coming from Kaiser Permanente (\$10,000) and Valley CAN (\$5,000).



From left: Padre Hotel, Bakersfield; Hanford Civic Auditorium, Hanford; Gallo Center for the Arts, Modesto

San Joaquin Valley Regional Economic Forum

In November 2013, the California Stewardship Network and California Forward hosted the second annual State Economic Summit in Los Angeles, Calif. The principal purpose of the annual summit is to convey to policymakers what is needed to revitalize California’s regional economies.

To prepare for the statewide summit, a series of regional forums took place throughout the state, focusing on developing policy recommendations to bolster regional economies and ultimately the state of California. The California Partnership for the San Joaquin Valley collaborated with local and regional partners to host the second annual San Joaquin Valley Regional Economic Forum (Forum), “Creating a Better Place for People and Business,” on April 26, 2013.

The event was organized by the Partnership through collaboration with Fresno Business Council and Federal Reserve Bank of San Francisco, in connection with California Forward, a statewide entity that is seeking to revive California’s economy through increased efficiencies at the state and local levels, and California Stewardship Network. Presentations were made on regional progress and economic opportunities in the San Joaquin Valley. More than 250 stakeholders representing higher education, state and local government, business, workforce/economic development, and community based organizations were in

attendance; each participated in a priority-setting exercise.

Building from the inaugural event held in 2012 which focused heavily on the Ag Value Chain, this year’s Forum reviewed progress made in the region over the past year, and established the priorities for implementation in the coming year. Forum speakers made presentations focused on stewardship, the Regional Industry Clusters Initiative, local issues, and economic development paradigms.

Rather than simply taking a traditional look at economic development as smokestack chasers, the 2013 Forum challenged attendees to view economic development through a triple bottom line - economic, environmental and equity impacts. This approach was promoted through highlighting the need for greater stewardship by both public and private sector leaders. Developing real progress and stability in the region requires a commitment to human development, as well as economic development.

Fresno attorney Doug Noll explored the connectivity of both human and economic development and how success cannot occur in one without the other. Mike Dozier, OCED executive director, explained how and why Fresno State in partnership with numerous individuals and agencies throughout the Valley established the Regional Industry Clusters Initiative (RICI) To promote an innovative economic/workforce development collaborative. RICI is an aggressive, proactive program created and administered by Fresno State, for a collaboration of economic/workforce development providers, such as higher education, workforce agencies, government, and professional organizations with the intent to engage the private sector to address the needs for greater success in the Valley. An 8-county, 27,000-square-mile network is under way with a great deal of momentum.

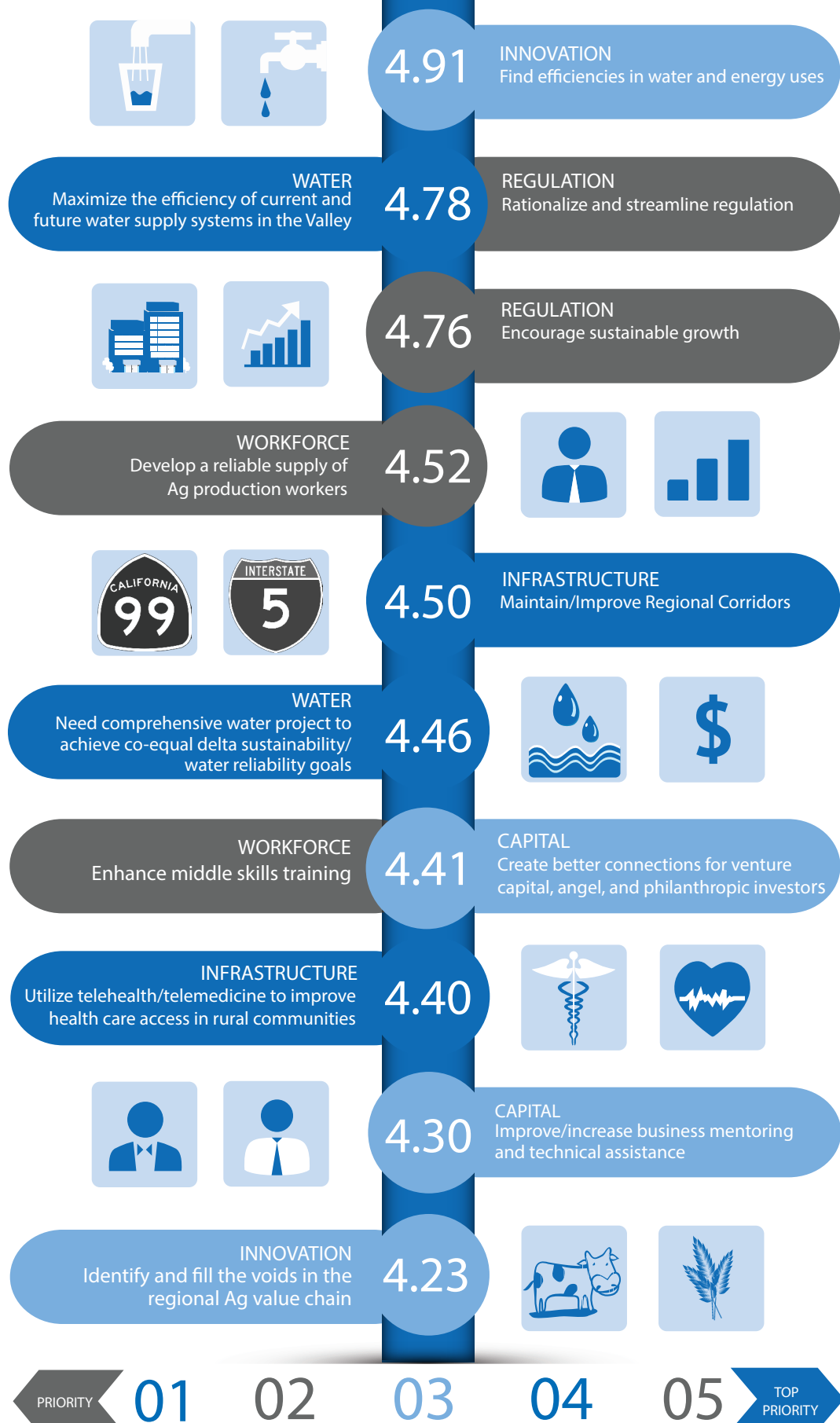
A moderated panel of four San Joaquin Valley mayors of various-sized cities addressed local issues, which provided insight into how the stewardship approach to economic development is working in their cities and what opportunities lay ahead for greater connectivity and collaboration. Mayors who contributed to the panel are: Paul Linder of Taft (population 9,464), Ashley Swearengin of Fresno (population 501,362), Garrad Marsh of Modesto (population 202,751), and Luis Molina of Patterson (population 20,578).

The priority-setting exercise was administered during lunch with participants deliberating and rating action priorities for the region and the state of California. These recommendations were elevated to the 2013 California Economic Summit in Los Angeles where the regional bodies convened to identify statewide priorities that will be carried forward into the coming year. The San Joaquin Valley was well represented at the State Summit by Fresno State and the partners that participated in the April 26 Forum

Through this process, Valley stakeholders were able to determine the priorities for moving issues forward as a whole and assign champions to the action items so each could be addressed throughout the year. By convening key regional stakeholders in this manner, the economic forum serves as an annual check-in to evaluate and rank regional priorities.

A diagram of the top two selected regional priority items, by category, is on the following page.

Priorities for Action



Sacramento River



infrastructure development

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

Water Quality, Supply & Reliability

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

California Water Institute Fresno State

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

The Water Quality, Supply and Reliability Work Group (Water Work Group) continued to implement activities in 2012-2013 as directed by Water Work Group leadership and in accordance with the 2009 "framework" developed by the Water Institute on behalf of the Partnership Board and Water Work Group.

Year-In-Review

California Water Institute (Water Institute) at Fresno State was created to provide education, research and analysis of policy issues involving water resources, including water quality issues and integrated regional water management planning.

The Water Work Group concentrated on developing a list of water management projects of value to both the eight San Joaquin Valley counties included in the Partnership and the five Delta counties, for a total of 12 counties (San Joaquin County is included in both jurisdictions). The Partnership-Delta

CONTINUED ON PAGE 19

ANNUAL REPORT 2013



Photo courtesy of Port of Stockton

kudos

M-580 Marine Highway Port of Stockton

Key Partner:

U.S. Department of Transportation
Maritime Administration (MARAD)

The Port of Stockton has a culture based on a vision of growth. Current growth has led to the establishment of a barge service linking it to the Port of Oakland. This is the M-580, the Marine Highway, which provides alternative transportation by removing trucks from the region's heavily congested corridors; reduces energy consumption; and reduces greenhouse gas and diesel particulate matter emissions. The Marine Highway will stimulate growth in a way unheard of since 1932, when the Port was originally named.

Stockton and its Port have always been an important transportation center for the state of California. Goods entering through the Port reach the far corners of the United States creating jobs and revenue. From the days of the 1848 Gold Rush, ships have ferried goods to and from the San Francisco Bay, through inland waterways to Sacramento and Stockton; then by wagon, to and from the Sierra Nevada Mountains. After the Gold Rush, development of agriculture began. The economy has since been dependent on field and row crops, fruits and nuts and, recently and most importantly, the production of wine grapes.

Since 1892, the Port of Stockton has been a leading economic generator for Stockton, San Joaquin County, the Central Valley, California, and even the nation. Today, California's Central Valley is a primary location for warehousing, distribution and related logistics businesses. Goods flow from these distribution centers, by truck, throughout the western United States: North-South from the Mexican border to the Canadian border; and East-West from the Pacific coast to the Rocky Mountains and Midwest. The Central Valley is a transfer point for manufactured goods, and production point for national and international food products.

The Marine Highway uses an innovative but proven method of shipping containers all the way up the Deep Channel; two new cranes have allowed handling of cargo which was previously turned down, demonstrating it as a viable and cost-effective means of importing and exporting goods. The growth of this project over its life cycle also will add more jobs and more opportunities for businesses, and it will have a domino effect benefiting everyone in the region. Innovative and value added projects like the M-580 are exactly what the Port of Stockton, our community, and California need to stimulate economic growth.

CONTINUED FROM PAGE 17

Working operated under the premise that many activities beneficial to both areas could likely be agreed upon in contrast to some touchstone issues that separate the areas. Leadership in these efforts came primarily from key Boards of Supervisors in each of the participating counties. Partnership Board representatives also were supported by key local technical staff and the capacity of the Water Institute. The result was a list of projects that had tentative agreement by early 2013 and were subsequently fine-tuned. There was indication that the final projects should be included in the California Legislature and Administration financing plans for implementation of existing or future bond expenditures. Since the existing bond expenditures were paced differently than anticipated and the next bond vote postponed, the activity had not realized any implementation as of this publication. State government, however, is clearly aware of the process and results of the joint efforts. Consequently, similar processes are coalescing in Sacramento that mirror the goal of making investments in water management strategies and projects that fit into a larger, more strategic scheme as opposed to authorizing individual efforts that do not have adequate overall context or lack results that can be shared by the most beneficiaries possible. Efforts of the 12 counties and the Water Work Group continued at the end of the fiscal year and into the next.

The Water Institute continued to monitor and engage, where appropriate, in integrated regional water management (IRWM) planning. Coverage in the San Joaquin Valley continued to improve with state approval of the South Sierra Proposal and the organization of the Eastern Stanislaus Plan area. The only areas remaining without IRWM efforts are central Kings County and the western foothills of the San Joaquin River Basin hydrologic area. Many of the approved IRWM planning efforts were successful in obtaining implementation funds for major projects in their areas.

The Water Institute was involved in developing support and management documents for a highly treated wastewater recycling project

in Tulare County and a brackish water management plan in San Joaquin County.

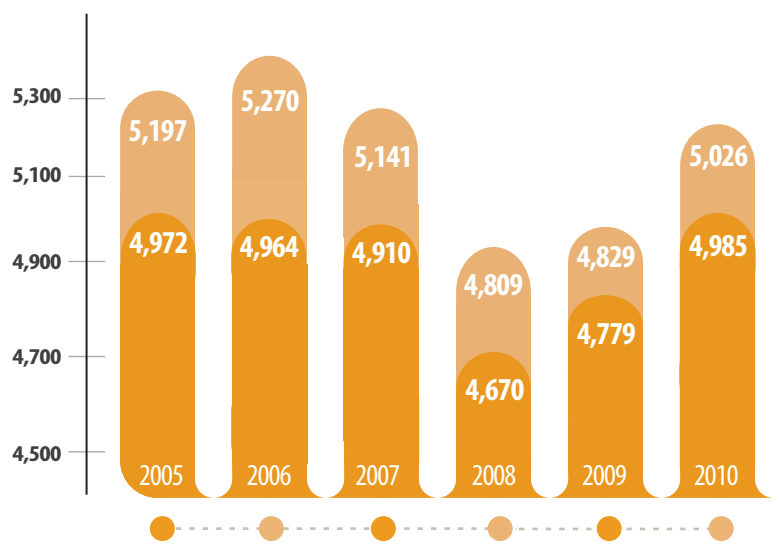
Groundwater recharge efforts have become part of the expanded mission of major conservation organizations, notably Sustainable Conservation and The Nature Conservancy. With assistance from these organizations, demonstration of field techniques for recharge will be more broadly communicated. Four recharge projects are on the 12-county Partnership-Delta working group list; and these will be pursued jointly to advance the concepts and improve water self-reliance.

The Water Institute participated in and concluded a facilitation effort for the San Joaquin River Restoration Program. Unfortunately, this project encountered a major stumbling block when it was determined that deep land subsidence was occurring in western Madera County, especially near the San Joaquin River channel. The resulting changing landscape has interfered with design of physical facilities that would help with fish passage; it is difficult to design for constantly changing land elevations. One remedy of note for managing the current subsidence issue is to accelerate the introduction of recharge water into the area groundwater, including in the Madera Ranch groundwater recharge proposal, which is included in the 12-county project list and proposed for acceleration in that process.

Transportation

California San Joaquin Valley

Miles Traveled Per Person

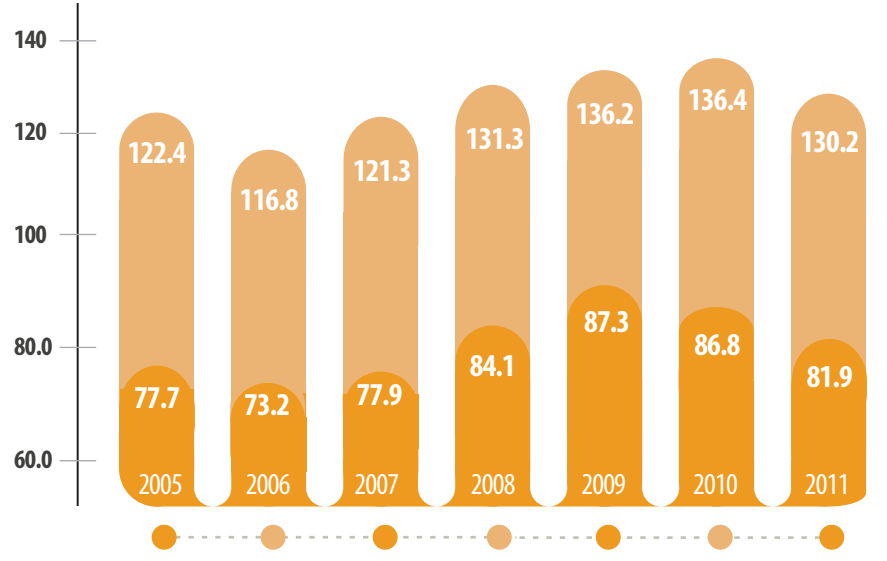


Source: California Department of Transportation

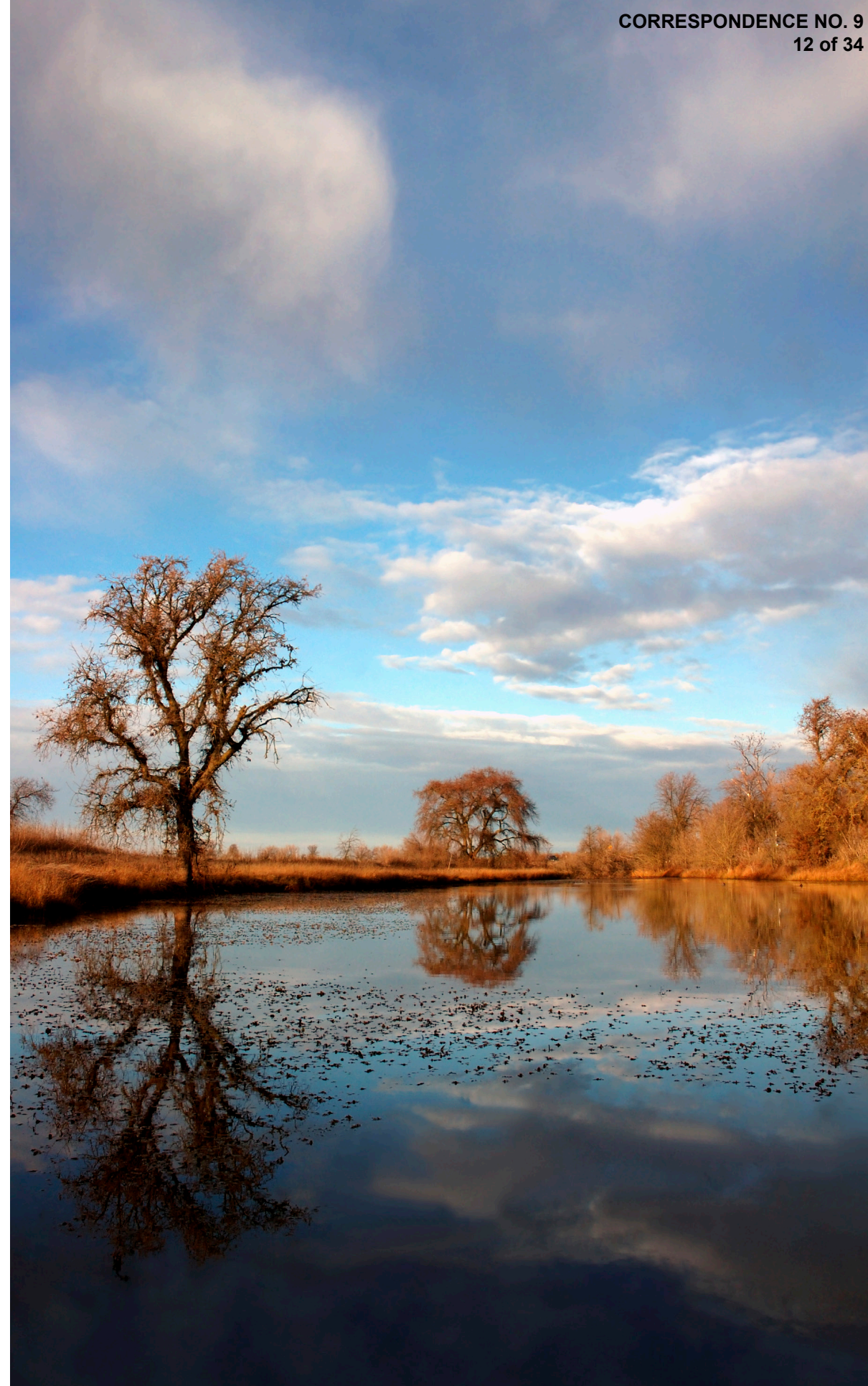
Urban Water Usage

California San Joaquin Valley

Measurable Unit = Feet



Source: California Department of Water Resources



Wild life preserve pond in the San Joaquin Valley

Bridging the digital divide by expediting and implementing broadband access to the Valley's underserved and unserved communities.

Spotlight

San Joaquin Valley Regional Broadband Consortium

Communities in the San Joaquin Valley eight-county region got a broadband boost this year, specifically those unserved and underserved. The San Joaquin Valley Regional Broadband Consortium will receive \$150,000 a year for up to three years from California Public Utilities Commission to bring broadband infrastructure specifically to these areas.

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

DEPLOYMENT PLAN

One of the most important responsibilities SJVRC faces is to develop a broadband deployment plan (plan) to provide strategies, case studies, templates and examples of methods which can expand broadband in the San Joaquin Valley (Valley). Development began in 2013 to articulate strategies like TV white space, vectoring, leveraging existing infrastructure, public-private partnerships, and broadband utility co-ops. The plan provides resources which local governments can use to help streamline and encourage private-sector investment in their communities, through initiatives like "dig once" policies, telecommunications elements in general plans, and streamlined permitting processes. Sections of the deployment plan continue to be developed with implementation starting in subsequent quarters of the effort.

PARTNERING

Replicable projects and pilot sites have been pinpointed in the Valley, such as the telehealth project with Kern County Medical and Kennedy Meadows, broadband efforts by the City of Shafter, and an Ag pilot site by City of Fresno Strong Cities, Strong Communities (SC2) team.

Eastern Sierra Connect Regional Broadband Consortium (ESCRBC)- To provide broadband access for telehealth services between Kennedy Meadows, a remote part of Tulare County accessible through ESCRBC, with Kern County Medical.

City of Shafter- To document development of Phase I of its municipally owned Shafter Fiber Network, a case study on the Shafter Fiber Network was created and is available on the Partnership website on the Regional Broadband Consortium web page (<http://sjvpartnership.org/new-valley-work-groups/advanced-communications-services/>). An RFQ, request for qualifications, was released spring 2013 by the City for Phase II of the Shafter Fiber Network. Lessons learned and other pertinent information will be integrated into the case study as the project progresses. A comprehensive primer of digital literacy trainings in the Valley has been identified so individuals may easily find trainings near them.

City of Fresno and its Strong Cities, Strong Communities (SC2) team- Working on an agricultural pilot site to further usage of broadband technology in farming practices to promote increased crop yield and water-efficient farming. This effort would connect with the City's vision to revamp downtown Fresno as an Ag technology business hub in the country. Areas and middle-mile institutions where an Ag pilot site could be deployed are being identified in the Valley. Efforts are under way to find a private sector partner to secure project funding.

ADVOCACY

SJVRC partnered with California Emerging Technology Fund and other regional consortia on legislative advocacy. In particular, tracking legislation and providing letters of support on bills that would increase funding in CPUC's California Advanced Services Fund (CASF). Increases in CASF would ultimately be used to provide broadband access in unserved and underserved communities.

LOOKING AHEAD

SJVRC will continue developing the deployment plan, begin implementing the deployment plan, identify and seek grants to increase broadband access in our area, and outline a long-term strategy for broadband advocacy in the San Joaquin Valley. CPUC funding is only three years; however, SJVRC would continue its work through the Partnership's long-standing Advanced Communications Services Work Group.

The San Joaquin Valley Regional Broadband Consortium continues its work on accelerating the deployment, accessibility, and adoption of broadband within the Valley's eight counties: Fresno, Kern (western portion only), Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare. Members are from both public and private sectors and include government, telecommunications providers, industry associations, economic development corporations, business development centers, and local educational agencies, institutions of higher education, health delivery organizations, community-based/nonprofit organizations, and accessibility advocates.

Energy

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

San Joaquin Valley Clean Energy Organization

Courtney Kalashian, Associate Executive Director
Paul Johnson, President
Paul Everett Johnson & Associates

- Launched a shared, resource-rich online platform.
- Consulted on local adoption of new policies, standards and processes.

Activities and goals outlined in the Solar Roadmap are based on successful programs nationwide. Each goal represents a step toward making solar easier and more cost-effective for all residents within the utility service territory. The Solar Roadmap team assessed the opportunities for success of participating jurisdictions through a time-efficient stakeholder process that included participation of the local utility provider, local government officials, and experts from the industry. The result was a customized strategic plan for the region which identified areas that would have the highest impact on local market activity.

The Solar Roadmap includes a web-based interface that guides participants as they progress through their customized plan for local market transformation. The dashboard helps participants select the activities with the highest impact according to their particular situation; makes available best practice documents, templates and tools; and measures and recognizes their successes along the way.

The Solar Roadmap Leaderboard highlights jurisdiction achievements and provides a dynamic view of national progress toward U.S. Department of Energy targets to transform the solar market. Each community listed has made a commitment to strengthen its economy and environment through clean, locally produced power by making it easier and more cost-effective for their residents to “go solar.” (my.solarroadmap.com/CommunityLeaderboard)

Year-In-Review

Fourteen San Joaquin Valley (Valley) cities (see opposite page) participated in the Solar Roadmap Initiative, a project designed to advance solar power use in the United States. **Strategic Energy Innovations** and **Optony Inc.** led the Initiative with public and private partners in more than 40 municipalities in the Southwest, including the 14 from the Valley. (my.solarroadmap.com/national/california)

The Solar Roadmap team, which includes Energy Work Group partner **Paul Everett Johnson & Associates**, developed conservative estimates that show how increased solar investments offer a tremendous potential for economic activity, jobs, reduced greenhouse gas emissions, and improved air quality in the Valley. For the 14 participating Valley communities alone, the team estimates there are 840 megawatts of untapped residential rooftop solar generation that would support activity of hundreds of workers in the region. A reasonable estimate is that there is at least double this potential in the other sectors.

The Solar Roadmap team:

- Helped municipal staff advance greater solar power adoption by addressing administrative and installation barriers.
- Helped municipal staff benchmark and set goals tied to solar planning, zoning, permitting and market education best practices.
- Developed tailored solar market development roadmaps for each participating jurisdiction



kudos

Central Valley Next Generation Broadband Project Vast Networks (formerly Central Valley Independent Network LLC) Corporation for Education Networks in California

Key Partners:

Central Valley County Offices of Education
California Community College Districts
California State University, Bakersfield
California State University, Fresno
California State University, Stanislaus

Vast Networks (Vast), in conjunction with CENIC, launched a \$66.6 million project aimed at connecting broadband throughout 18 counties (including the eight San Joaquin Valley counties), and a territory that is home to 11 percent of the state's population. The goals identified in the project are as follows:

Immediately connect via fiber 19 county offices of education sites, 14 community college sites, 3 CSU campuses, 20 county/main libraries, and 7 public safety sites as anchor institutions to this new network infrastructure that will connect to CENIC's existing statewide fiber-based backbone and beyond to the worldwide Internet.

Expand fiber-based infrastructure and wireless to facilitate the ability of the other anchor institutions in the community, including school sites, health care facilities,

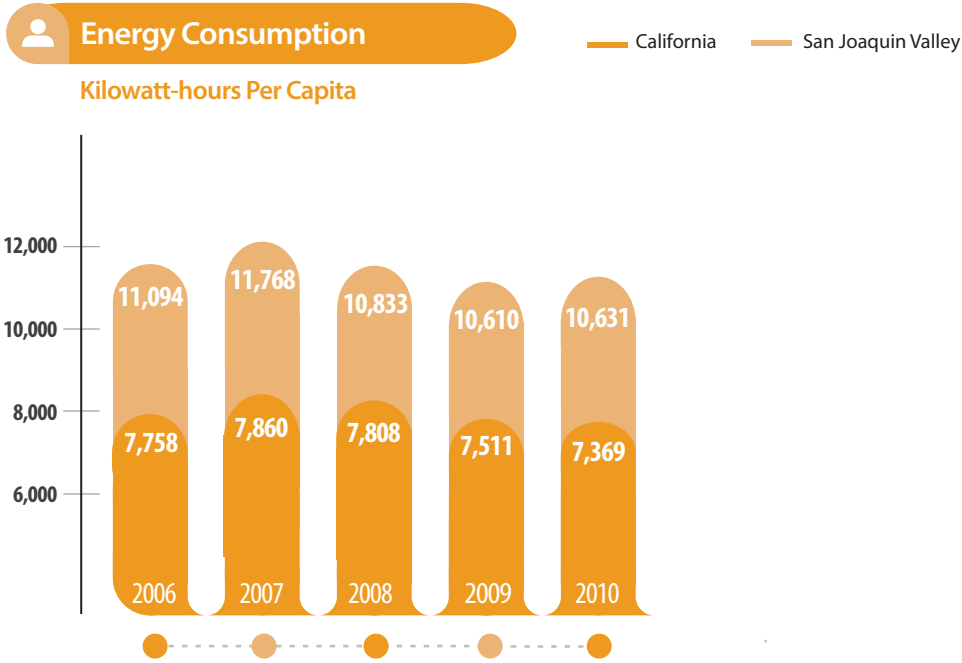
and community-based organizations, to enhance existing high-speed networking capability.

Enable Vast and other providers to use the new network infrastructure to facilitate businesses, residences and government agencies to have access to high-speed networking capacity.

Enable Vast to forge strategic relationships with existing local Internet providers enabling them to connect their business and resident customers to Internet services at more reasonable costs, one of the largest broadband adoption obstacles faced by most rural or underserved communities.

Enhance the ability to reach the economic development goals of the 18 counties by having the required network capacity available for new businesses that might move to these counties.

The project has been under way; and in September 2013, the last anchor institutions were expected to get connected.



Source: California Energy Commission

CONTINUED FROM PAGE 25

Working on the Valley project, the Solar Roadmap team identified significant public sector solar power interest and need across Valley communities. Solar projects across the Valley, for the most part, have been “stranded” because of limited budgets and staff time as well as expertise to move them forward. Given the collective demand for solar, the Solar Roadmap team determines collaborative procurement (or bulk purchase) of solar is a logical strategy to pursue within/across Valley geographies. But this requires that likely and attractive

solar projects can be identified and appropriated vetted. The Solar Roadmap team is now seeking avenues to broaden and deepen foundational activities for this suite of solar market development in the Valley.

The national Solar Roadmap Leaderboard is based on completion of four target areas: Permitting, Zoning & Planning, Financing, Market Development.

Madera, Calif., ranks first of 50 jurisdictions across the country, with 82 percent completion of the four target areas.

PARTICIPATING VALLEY CITIES

- Arvin
- Atwater
- Clovis
- Delano
- Fresno
- Hanford
- Livingston
- Madera
- Mendota
- Merced
- Modesto
- Turlock
- San Joaquin
- Visalia

Madera ranks first of 50 jurisdictions across the country, with 82 percent completion of the four required target areas.





sustainable planning

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

Visalia Transit Center

Air Quality

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

The Maddy Institute
Fresno State
Mark Keppler, Executive Director

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

standards for air quality in the Valley air basin through the efforts of the Air District. These strides continued this past year.

Ozone levels declined, putting the Valley within range of attaining the 1-hour standard, a standard that has been supplanted by the more stringent 8-hour standard but which the Valley is, nonetheless, required to meet. Once this standard is met, the Valley will not need to retread this ground and will shed an annual \$29 million penalty for nonattainment.

Particulate matter, the Valley's other significant pollutant, continues to decline. After reaching attainment of the standard for coarse particulate matter (PM10) several years ago, focus turned

Year-In-Review

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

In the past 20 years, enormous strides have been made to meet critical federal, health-based

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to fine-particulate matter (PM2.5) which has emerged as the most serious air quality-related health threat. During 2012, the Air District's planning and rule development resources focused on preparing the current PM2.5 Plan to demonstrate attainment of this standard.

After an extensive review process that included numerous opportunities for public and stakeholder input and comment, the 2012 PM2.5 Plan was adopted by the Air District's Governing Board and submitted to the U.S. Environmental Protection Agency through the California Air Resources Board. Plan components include aggressive, ambitious measures to attain standards as expeditiously and practicably as possible. Consequently, existing Air District rules such as the residential wood-burning rule (Rule 4901) are in the amendment process, to both tighten the threshold at which wood-burning curtailments are declared and to acknowledge the investment by Valley residents in clean wood-burning technology. Rule 4901 is one of the Air District's most cost-effective and health-protective rules, reducing fine particulates when and where reductions are most needed.

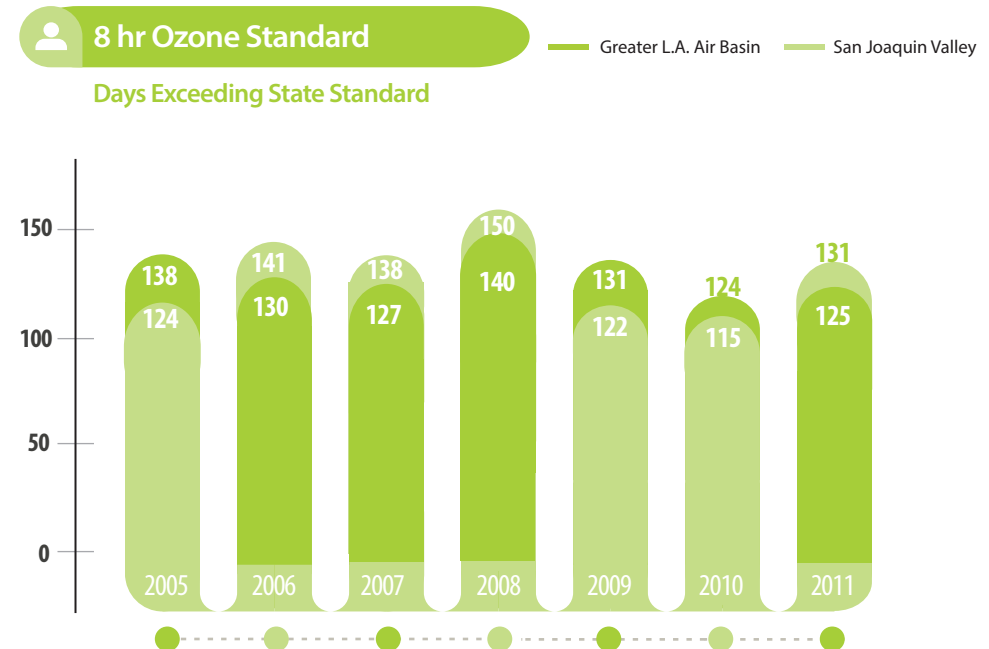
Common-sense change to the federal Clean Air Act, which has not been amended in 20 years, is being pursued by the Air District. The antiquated provisions of the Act are leading to confusion

and redundancy in local air-quality rulemaking. Seyed Sadredin, Air Pollution Control Officer, testified in Washington, D.C., in 2012 regarding implementation of the Clean Air Act and the need for the Air District to obtain relief from redundant federal permitting requirements.

The Air District is in the process of establishing four new monitoring stations in Bakersfield, Fresno, Modesto and Stockton to evaluate nitrogen dioxide near roadways. This is an important aspect of health protection as studies have demonstrated a connection between short-term NO2 exposure and an increase in respiratory illness. The Air District obtained \$400,000 in federal grant funds to assist in implementing these monitoring stations and contributed \$500,000 of its own funds. Data obtained from these new stations will provide valuable information about near-roadway pollution exposure.

Using the pioneering Real-Time Air Advisory Network (RAAN), which feeds current air-monitoring data directly to a user's phone or computer at hourly intervals, the Air District enrolled more than half of the public schools in the air basin in the new Healthy Air Living Schools program. This school outreach program is a broad-based educational and information program that targets school-based emissions

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Source: California Air Resources Board



kudos

Tehachapi Loop, Walong

Sustainable Communities Strategy Valley-wide Public Outreach Fresno Council of Governments

Key Partners:

- Kern Council of Governments
- Kings County Association of Governments
- Madera County Transportation Commission
- Merced County Association of Governments
- San Joaquin Council of Governments
- Stanislaus Council of Governments
- Tulare County Association of Governments

The eight Metropolitan Planning Organizations (MPOs) in the San Joaquin Valley (Valley) have been tasked with developing their first Sustainable Communities Strategies (SCS) for inclusion in their 2014 Regional Transportation Plans. As part of ongoing regional collaboration efforts, Valley MPOs worked together to utilize Proposition 84 Grant Funding focused on Valley-wide outreach activities for SCS development

Fresno Council of Governments (Fresno COG) took the lead in development of the Valley-wide outreach plan and materials which includes a media campaign designed to engage the public and stakeholders in the SCS development process. MPOs will conduct multiple workshops, public hearings and informational meetings as required by the SB 375 legislation, to solicit

input from the public before the SCS is adopted by each MPOs Policy Board.

Working with MIG, Inc., the consultant for the project, Fresno COG oversaw the development of the following materials on behalf of the eight Valley planning agencies:

- Valley-wide SCS Public Outreach Strategy
- Valley-wide media lists, media plans and budget
- Spanish, English and Hmong videos, FAQs and Fact Sheets
- Valley Visions Key Messages, flyer templates, letterheads
- Valley Visions logo, tagline, branding and Graphic Standards Guide
- Facilitation Training for planning agencies to assist with implementing effective SCS Workshops

The media plan, materials and video are all accessible through the www.valley-visions.org landing page, which includes links to each MPO website highlighting the individual SCS process.

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such as vehicle idling - emissions that thwart the air basin's ozone attainment. The Healthy Air Living Schools program also includes the perennial Air Quality Flag Program and an expanded partnership with Valley public television stations.

The Air District released its first iPhone application, providing Valley residents free, instant information for health protection by delivering real-time air-quality data quickly and conveniently. The Valley Air app provides RAAN data, air-quality forecasts, flag forecasts, wood-burning forecasts and quick links for immediate assistance, such as the smoking vehicle hotline.

The highly popular and award-winning Tune In, Tune Up program provides free vehicle emissions checks and repair vouchers to Valley residents and is being enhanced and expanded. Doubling its previous year's budget, Tune In, Tune Up was made accessible to twice as many Valley residents with more than 2,900 vouchers issued to residents in 2012 through these weekend events in all eight counties of the air basin.

To date, the Air District's grant programs have awarded more than \$500 million in incentive funding, resulting in more than 98,000 tons of lifetime emission reductions in the Valley. In this

past year, more than \$24 million was used to replace or retrofit more than 500 heavy-duty, on-road diesel trucks; nearly \$21 million repowered or retrofitted 685 off-road vehicles; \$1.4 million funded 50 electric UPS delivery vehicles; and a half-million dollars funded nearly 10,000 new, clean-burning wood stoves.

In 2013, the Air District reopened the extremely popular Clean, Green Yard Machines electric lawn mower trade-in program with a record \$1 million in funding.

The Public Benefits Grants Program, approved in 2011, provides much-needed money to public agencies for projects that directly benefit Valley residents. The program's two components are alternative-fuel vehicle purchase and advance transit and transportation; these provide the means for municipalities, public agencies and public education institutions to make valuable investments in their fleets and transportation infrastructures.

The Air District's continued resourcefulness and innovation in grants and rulemaking, significant investment by business and industry, and action by Valley residents have yielded remarkable progress in meeting our mutual goals of clean air and an improved quality of life in the Valley.

Sustainable Communities

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

San Joaquin Valley Regional Policy Council

Barbara Steck, Deputy Director
Rob Terry, Senior Regional Planner
Fresno Council of Governments

agricultural economic base and other sectors such as logistics and manufacturing. The Plan has been well received and seeks to position the Valley for future transportation improvements to State Route 99 (SR 99), the short line rail, the Port of Stockton, and other essential east-west corridors. (<http://sjvcogs.org/goods.html>)

Year-In-Review

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

RPC works on transportation, air quality, and other Valley-wide issues to improve the quality of life for Valley residents. The efforts for the 2012-2013 fiscal year are reported below.

In collaboration with Caltrans and a consultant group led by Cambridge Systematics Inc., as well as hundreds of regional stakeholders, the RPAs conducted a comprehensive multimodal assessment for the flow of goods and services throughout the region. The result was the Interregional Goods Movement Plan (Plan) which prioritizes transportation projects and policies to facilitate and expand the Valley's

On Sept. 29, 2012, the San Joaquin Joint Powers Authority (SJJPA) was authorized by the Intercity Passenger Rail Act of 2012 (AB 1779) and signed by Gov. Jerry Brown. AB 1779 allowed regional planning agencies the ability to form a JPA for the governance and management of the San Joaquin (Amtrak) passenger rail service. SJJPA includes each RPA (except Kern Council of Governments); Alameda County; Contra Costa Transportation Authority; and San Joaquin Regional Rail Commission. SJJPA's first board meeting was held in March 2013; bylaws and other operating procedures were established and Merced County Supervisor John Pedrozo was elected as chair. (<http://www.acerail.com/About/Regional-Governance-for-San-Joaquin-Rail-Service>)

Each RPA is working on its Sustainable Communities Strategy (SCS) and Regional Transportation Plan (RTP) including development of growth scenario alternatives. SCS is part of each county's RTP and integrates transportation, land-use, and housing policies for achieving greenhouse gas emissions (SB 375). Extensive resources were expended for modeling, community outreach, environmental reviews, and technical analysis related to establishing a greenhouse gas target for the Valley. Completion for both RTP and SCS is scheduled for April



Downtown Stockton Waterfront

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2014. This work effort is coordinated with the California Air Resources Board. (www.valley-visions.org)

A Model Improvement Plan (MIP) has been developed by each RPA to deal with requirements of AB 32 and SB 375. This has been made possible by grant funds awarded by the Strategic Growth Council specifically for Valley-wide model improvements. Completed in 2012, each RPA is utilizing the improved MIPs for 2013-2014 SCS and RTP development.

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

The Valley Legislative Affairs Committee (VLAC), established at the staff level at each RPA, is responsible for tracking legislation and exchanging pertinent information that may be crucial in developing a support/oppose/amend position for each RPA. VLAC coordinates annual eight-county Valley Voice advocacy trips which have proven to be very effective. Each year, Valley Voice trips are planned to Washington, D.C., and Sacramento. This fiscal year, the trip to Washington, D.C. was in September 2012; to Sacramento in March 2013.

The annual Fall Policy Conference was in October 2012 in Lemoore and hosted by the Kings County Association of Governments. Each year, the conference offers a productive opportunity for staff, elected officials and other leaders to learn from one another, network, and share information about activities going on at both state and federal levels.

The State Route 99 (SR 99) Business Plan and its Technical Appendices were revised and updated; many SR 99 improvement projects were funded with "bond savings." This work effort is closely coordinated with Caltrans and California Transportation Commission. The business and master plan was developed for the

SR 99 corridor; this effort led to the inclusion of \$1 billion in Proposition 1B bond funds for an SR 99 earmark, the only transportation earmark in the bond. Subsequently, the Corridor System Management Plans required by the state were developed, the Business Plan and Master Plan were updated, and consensus for continued project selection and funding alternatives was reached.

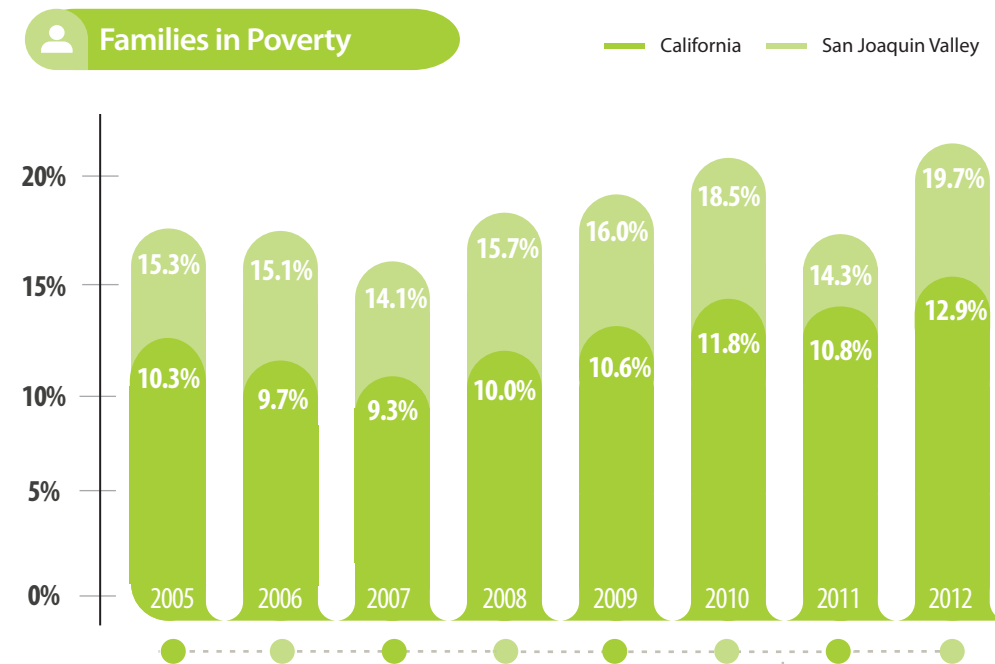
To continue the momentum of pivotal Valley-wide Blueprint planning, RPAs submitted for and received a \$1 million grant through the first round of Prop 84, Sustainable Communities Planning Grant and Incentive Program, to assist communities with populations under 50,000 to move toward implementation of the San Joaquin Valley Blueprint and address SB 375.

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

The eight Valley RPAs have been leading a regional energy planning effort since 2010. The Valley is poised to capture jobs and industry investments, and potentially become a net energy producer and exporter if investment strategies are implemented accordingly and regional assets are appropriately aligned. Valley RPAs have spearheaded this effort along with National Association of Regional Councils, San Joaquin Valley Clean Energy Organization, utility companies, EDCs, among others. The group convenes twice a year to discuss regional energy policies issues for the eight-county region. RPC also was a partner in the Southwest Solar Transformation Initiative (SSTI) program in the reporting year that provided technical assistance to 14 valley jurisdictions to develop individual roadmaps for improving city policies for greater solar rooftop deployment.



Source: U.S. Department of Commerce, Bureau of Economic Analysis



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



Spotlight

Smart Valley Places

A sustainable communities initiative regional planning grant

From left: Porterville Superior Court Building; Tulare City Hall; Carnegie Arts Center, Turlock
Photos courtesy of (left, center) Tulare County Association of Governments (right) Fresno Council of Governments

Nearly three years ago, the San Joaquin Valley received a \$4 million regional planning grant designated to fund Smart Valley Places, an unprecedented multijurisdictional regional planning initiative. The award was given by the U.S. Department of Housing and Urban Development (HUD), in partnership with the U.S. Department of Transportation, and the U.S. Environmental Protection Agency.

Smart Valley Places (SVP) has created an opportunity for our region to create vibrant, sustainable communities – communities planned, built or modified to offer more transportation choices, equitable affordable housing, economic competitiveness, and healthy, safe and walkable neighborhoods. This transformational work is happening through the incorporation of the San Joaquin Valley (Valley) Blueprint's 12 smart growth principles into the planning processes, policies and plans of the Valley's urban cities.

fair and cost-effective

- Mix land uses
- Preserve open space, farmland, natural beauty, and critical environmental areas
- Provide a variety of transportation choices
- Strengthen and direct development toward existing communities
- Take advantage of compact building design
- Enhance the economic vitality of the region
- Support actions that encourage environmental resource management

BLUEPRINT PRINCIPLES

- Create a range of housing opportunities and choices
- Create walkable neighborhoods
- Encourage community and stakeholder collaboration
- Foster distinctive, attractive communities with a strong sense of place
- Make development decisions predictable,

The three-year initiative began in 2011 under the coordination and leadership of the California Partnership for the San Joaquin Valley. Work has been driven by a compact of 14 cities throughout the eight Valley counties and in partnership with four regional nonprofit organizations, and Fresno State, California Central Valley Economic Development Corporation, and San Joaquin Valley Regional Policy Council.

Partners

CITIES	COMMUNITY LEADERSHIP PARTNERS	REGIONAL PARTNERS
Lodi	California Coalition for Rural Housing	California Central Valley Economic Development Corporation
Stockton	American Farmland Trust	
Manteca	Local Government Commission	San Joaquin Valley Regional Policy Council
Modesto	Central California Regional Obesity Prevention Program	
Turlock	Fresno Metro Ministries	Community and Regional Planning Center, Fresno State
Merced	San Joaquin Valley Latino Environmental Advancement and Policy Project	
Madera	Center for Race, Poverty and Environment	
Fresno	Camarena Health	
Clovis	United Way of Merced	
Hanford	Ceres Partnership for Healthy Children	
Visalia	Community Services and Employment Training Inc.	
Tulare	Community Partnership for Families of San Joaquin	
Porterville		
Delano		

The goal of the initiative was to implement the Blueprint principles at the neighborhood level throughout the region's urban cities, by updating planning processes, documents, studies and other plans to reflect the core smart growth concepts and goals embraced through the Blueprint process. End products of this three-year process will include updated General Plans, Climate Action Plans, Watershed studies, and Transit-Oriented Development

studies that will allow cities to grow and develop in a more sustainable and fiscally responsible approach. In addition, through the work of several nonprofit partners, the region will benefit from the implementation of a regional plan for civic engagement that will build technical understanding of smart growth and implementation capacity among local leaders, government staff and stakeholders.

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This is the region's opportunity to transform itself and demonstrate that the Valley is the key to California's healthy, prosperous, and sustainable future. The 12 Blueprint principles are being promoted by the work being done across the San Joaquin Valley through this unprecedented partnership. This work funded by the SVP grant is highlighted with 3 of the 14 compact cities: Turlock, Porterville, and Tulare.

CITY OF TURLOCK

The city of Turlock selected its General Plan Update, Downtown Design Guidelines and Zoning Regulations to promote the Blueprint principles within its community.

The Turlock General Plan Update (Plan) articulates a vision for the city of Turlock which draws on the ideas of its more than 69,000 residents, its business owners and elected officials. Designed to guide growth and development, the Plan emphasizes the creation of attractive new neighborhoods within relatively short distances of successful employment centers and shopping areas - while preserving the valuable farmland in which the city has its roots. The Plan defines a comprehensive transportation network which emphasizes connectivity, logical spacing, multimodal service, and the "right sizing" of roads, to match the travel demand generated by new homes and businesses in the city. The Plan identifies and

responds to potential regional transportation developments, such as commuter and high-speed rail, ensuring that Turlock residents can take full advantage of connections to the rest of the region and beyond. By enabling alternatives to automobile travel and encouraging green building construction and sustainable site design, the Plan helps to achieve the increasingly important goals of protecting the natural environment and reducing greenhouse gas emissions and other criteria pollutants.

To protect its historic character, the Plan gives equal priority to maintaining and improving Turlock's older neighborhoods and Downtown. Numerous infill sites, including those in currently unincorporated county islands, offer opportunities to enhance the streetscape, raise property values, improve public services, and add housing jobs close to the city's core. Promoting infill development also will improve the economic viability of Downtown by increasing the number of residents who can walk there to enjoy central Turlock's historic charm and small-town ambiance.

Growth management has been a key component of planning in Turlock since the early 1990s. The city's New Growth Areas and Infrastructure Element strengthens its area-wide planning, rezoning and annexations policies. Minimum densities are established which seek to reach the densities advocated in the multicounty regional

San Joaquin Valley Blueprint process of 8.5 units per acre. As a result, the Plan will reduce the impact of the prime farmland surrounding the city by almost 1,000 acres while accommodating roughly 20,000 more people compared to the previously adopted General Plan.

The Plan promotes the development of up to 5,000 housing units within the city's existing limits. This ensures that city services, public investment, and infrastructure can keep pace with development while still maintain high standards for the existing urban area.

CITY OF TULARE

The city of Tulare selected its Tulare Transit-Oriented Development to promote the Blueprint principles within its community.

The city of Tulare and its citizens are engaged in a groundbreaking effort to plan for a new type of development that will create walkable, bikeable neighborhoods with easy access to bus service. The Tulare Transit-Oriented Development Plan provides direction to how the city can encourage transit-friendly land uses to make it easier for residents to walk or bike to meet some of their daily needs. To be successful and attract residents and businesses, this new type of development also will need to appeal to nontransit riders by providing a range of housing types, including townhouses, apartments, flats, small-lot single-family, duplexes and traditional

detached single-family homes. As some of these are not readily available in Valley towns, people who are looking for these types of housing can find them in a transit-oriented development. The Tulare Transit-Oriented Development Plan will need to serve people who simply want to be able to walk or bike to meet some of their daily needs: taking their kids to school or the park, going to the grocery store, or visiting a coffee shop.

CITY OF PORTERVILLE

The city of Porterville selected its Economic Development Strategy to promote the Blueprint principles within its community.

The city of Porterville's Economic Development Strategy builds upon the recent General Plan Economic Development Element update, the 1999 Economic Development Action Plan, and a variety of other studies and plans completed or commissioned by the city of Porterville. The process of developing the Economic Development Strategy encouraged community and stakeholder collaboration including local media, Chamber of Commerce, business leaders, city staff and elected officials. The community and stakeholders participated in surveys, town hall meetings and interviews to create a plan that would aid in creating a business environment which would lead to a strong local economy.

The combined economic development strategies leveraged existing assets and opportunities

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From left: Jack Tone Road Orchard, Manteca; Tioga Hotel, Merced; China Alley, Hanford

CONTINUED FROM PAGE 39

while focusing on physical capacity, institutional capacity, and social capacity, to create an environment for economic growth. As a result, a road map has been developed for city staff to prioritize initiatives within each strategy outlined. This focus has led to Porterville making great strides in many areas, providing a foundation for economic growth. The implementation and execution of the Economic Development Strategy is in the process of being rolled out.

The economic vitality of the community is being enhanced and new businesses are opening throughout the city. There has been increased development activity in shopping centers that were previously stagnant, construction of a new Superior Court in downtown Porterville and a resurgence of restaurants opening in facilities that had previously been vacant. With a continued high rate of unemployment, a well-thought-out strategy such as the Economic Development Strategy being implemented is crucial in growing the economic base of the community to create a vibrant and sustainable economy.

CENTRAL CALIFORNIA REGIONAL OBESITY PREVENTION PROGRAM

Through a broad partnership with several regional and local nonprofit organizations, Central California Regional Obesity Prevention Program (CCROPP) selected to fund, through SVP, Community Leadership Institutes.

CCROPP's broad network of project partners includes California Coalition for Rural Housing, American Farmland Trust, and Local Government Commission. Also included are local nonprofit organizations - Fresno Metro Ministries; San Joaquin Valley Latino Environmental Advancement and Policy Project; Center for Race, Poverty and Environment; Camarena Health; United Way of Merced; Ceres Partnership for Healthy Children; Community Services Employment Training; and Community Partnership for Families of San Joaquin.

SVP Community Leadership Institutes (CLI) were designed to help build resident knowledge about sustainable communities and foster greater public participation in local decision making. SVP CLI were supported by local nonprofit

organizations in each of the eight San Joaquin Valley counties - Fresno, Kings, Tulare, Kern, Madera, Merced, Stanislaus, and San Joaquin. Specifically, its work was centered on the 14 compact cities participating in SVP; targeting low-income grassroots community residents who traditionally are not involved in sustainable community efforts.

Six topical sessions were carefully aligned with the city-identified SVP projects and gave participants the opportunity to learn and build strong relationships with key city officials and departmental staff in their respective cities:

- Sustainable Communities and Government 101
- Land-use and Planning
- Housing and Community Development
- Water and Waste Water Management
- Local and Regional Transportation
- Environmental Equity

As outcomes of this work, we can attest that the CLIs played a significant role in building the capacity of grassroots community residents; equipping them with the knowledge, information, and practical tools needed to advocate for equitable and sustainable community change. Many participants expressed being highly satisfied with the six topical sessions presented and felt that all the information was pertinent, presenters were knowledgeable, sessions were interactive, and strongly felt that as a result, they are now in a better position to become more civically involved in the different local processes. Examples of how residents are getting involved include: serving on the Municipal Advisory Councils, providing written and verbal testimony at City Council meetings, participating in the General Plan Updates, and Regional Transportation Plan/Sustainable Communities Strategies, among other local projects.

This project is exceptionally important for long-term prosperity, and equity. Many low-income communities are in need of these types of trainings to help them become better informed citizens on critical issues impacting their communities. Low-income, communities of color have historically been disproportionately under-represented in city and county seats, boards, and commissions. It is imperative that more funding is invested in grassroots leadership development, so that these residents can be more engaged.



Strong Cities, Strong Communities City of Fresno

Key Partners

12 Federal organizations:

Environmental Protection Agency
Department of Agriculture
Department of Housing and Urban Development
Department of Health and Human Services
Department of Commerce
Department of Transportation
Department of Energy
Department of Labor
Small Business Administration
Corporation for National and Community Service
White House Office of Science & Technology Policy
General Services Administration.

Strong Cities, Strong Communities (SC2) is a federal interagency collaboration that aims to build the foundation for economic transformation by aligning federal resources and increasing the City of Fresno's capacity of government to implement its plans for economic growth and revitalization.

With the assistance of its SC2 partners, the City of Fresno has made progress on a number of its priorities. Consultants and economists with expertise in economic development, downtown and community revitalization, and housing have been brought in to lend their expertise in those areas.

The city's SC2 partners also have helped assemble an Infill Development Task Force consisting of local, state and national

practitioners who are well-known for their results-oriented, creative problem-solving in complex, challenging development environments. They will help address growth issues in the Fresno region.

Some of SC2's other efforts include:

- Supporting the city's goal to reconnect an 18-square-block grid in downtown Fresno near the proposed site of the high-speed rail station and the Fulton pedestrian mall.
- Helping the city work on deploying wireless broadband in rural areas to support the expansion of Ag technology companies in the San Joaquin Valley.
- Working to raise the profile of Fresno food companies and securing opportunities for exporting and being involved in international trade.
- Working on growth plans for small businesses through the Small Business Administration.
- Helping city leaders think through how to set up a public market in downtown to feature Fresno products.
- Helping the city plan for a Bus Rapid Transit line.
- Providing technical assistance to strengthen the local capacity of homeless housing and service providers.



Photo courtesy of the City of Merced

Housing

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

San Joaquin Valley Housing Collaborative

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

Year-In-Review

San Joaquin Valley Housing Collaborative (Collaborative) is a 501c3 nonprofit organization formed as a regional entity to specifically address housing issues in the eight-county region of the San Joaquin Valley (Valley). The Collaborative not only serves as a much-needed forum to discuss regional challenges and strategies to address the Valley's long- and short-term housing goals, it also serves as an invaluable tool for the region to organize as one voice when communicating with state and federal policymakers and regulatory agencies.

The Valley has continually suffered from several severe challenges, most recently serving as the

epicenter of the nation's foreclosure crisis. This unprecedented crisis, combined with the loss of redevelopment agencies and an increasing demand for affordable housing and dwindling state and federal resources, has created a new reality for the Valley highlighting the need for a regional forum to share information, discuss new strategies, and collaborate on innovative approaches and solutions to our shared challenges. The Collaborative has proven to be a valuable tool for the region to respond to this crisis, and to communicate as a region to the state and federal government in the formation of housing policies and funding strategies.

In the past year, the Collaborative has strengthened its administrative framework under the leadership of the Office of Community and Economic Development at Fresno State, with support from several key partners, including the Federal Reserve Bank of San Francisco, California Coalition for Rural Housing, and Housing California. As cities and communities

struggle to adjust to the loss of redevelopment agencies, the Collaborative helps identify and share information on resources, potential partnerships and funding opportunities.

The Collaborative and its partners hosted the 2nd Annual San Joaquin Valley Affordable Housing Summit in September 2013, which brought together professionals from around the state to Fresno, to strengthen advocacy for affordable housing in the Valley, educate and empower each other on challenges and opportunities we face as a region, and build up traction for the Collaborative.

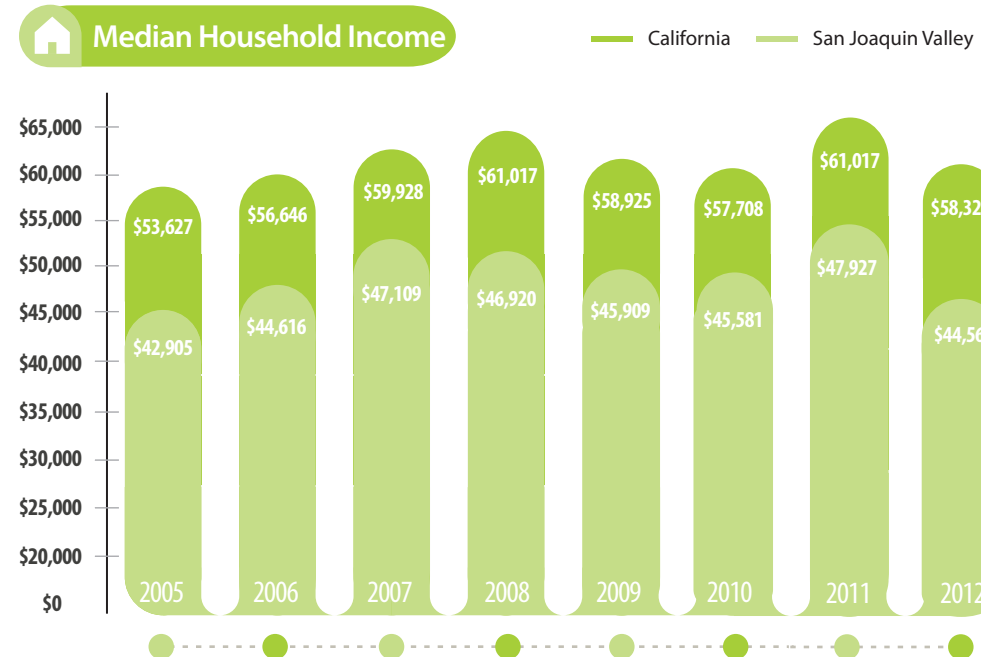
The activities of the past year were bolstered by the additional staff assistance provided by the AmeriCorps VISTA program which placed a volunteer with the Collaborative for one year of service. With the added staff support, the Collaborative was able to delve into new areas of activity, including working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

GOALS AND OBJECTIVES

- Serve as a regional voice for effective affordable housing policy in the San Joaquin Valley.
- Establish and support a broad network of partners to promote and increase the

development of affordable and workforce housing in the Valley.

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



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



job creation

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

PreK–12 Education

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

Central Valley Educational Leadership Institute Fresno State

Marcy Masumoto, Project Director

change, improve program quality in educational communities, and provide equal access to learning for all students.

Academic year 2012-2013 was noteworthy for educational leaders in the San Joaquin Valley, with significant financial constraints and landmark policy changes. To face these challenges head-on, CVELI took the lead to coordinate and provide professional development events and ongoing support mechanisms that were meaningful, affordable, and accessible for local leaders. These programs and events are summarized below.

- The second cohort of the Middle Leaders Program was launched with 64 participants

Year-In-Review

The Central Valley Educational Leadership Institute aims to bring best leadership practices to all aspects of the education system in the San Joaquin Valley, to eliminate the achievement gap and raise the performance of all leaders. CVELI is committed to the Valley's students and educators, focusing on the support of leaders in education from early childhood through college to initiate and implement systemic

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from seven school districts, an increase of 32 participants and 3 school districts.

- The Rural Schools Network (RSN) hosted 20 superintendents and 30 district leaders from Fresno, Kings, Kern and Merced counties, with regional meetings being held in participating rural districts. RSN offered two free Common Core workshops to member districts; each workshop was fully enrolled with 45 participants each.
- Clovis Unified School District co-sponsored two Common Core State Standards leadership workshops in math, 178 participants, and lesson design, 283 participants.
- Three hundred seventy educational leaders from the pre-kindergarten through college levels attended the Fifth Annual Exemplary Practices in Education Leadership Conference, Leading World Class Learning for Our Valley Schools. Keynote addresses were given by Dr. Richard Elmore, Harvard University, and Dr. Yong Zhao, University of Oregon.
- California Endowment sponsored the Restorative Justice Summit which featured Fresno Unified School District; 145 attended the summit.
- Project REAL completed its second cohort with 30 participants from the three California State University campus currently participating - Fresno, Bakersfield, and Monterey. Project REAL prepares aspiring CSU leaders for the challenges and responsibilities of their future roles.
- Kremen School of Education and Apple, Inc. co-sponsored the 21st Century Classroom Leadership Workshop, which was full capacity with 45 participants. The Workshop included hands-on activities in Kremen's new high-tech classroom and featured Apple Educators from Fresno State, Corcoran Unified School District, Minarets High School, and Fresno County Office of Education.

Fresno Compact, a community partnership bridging business and education sectors to enhance student outcomes in the Fresno area, has made significant strides with its Fresno Strive project. Fresno Strive is a "cradle to career" initiative that builds community-based support for children and their families, to ensure academic success leading to college and career-readiness.

This year, Fresno Strive published its first Baseline Report (see <http://fresnocompact.com/strive.html>) and developed six action teams around its six major goals:

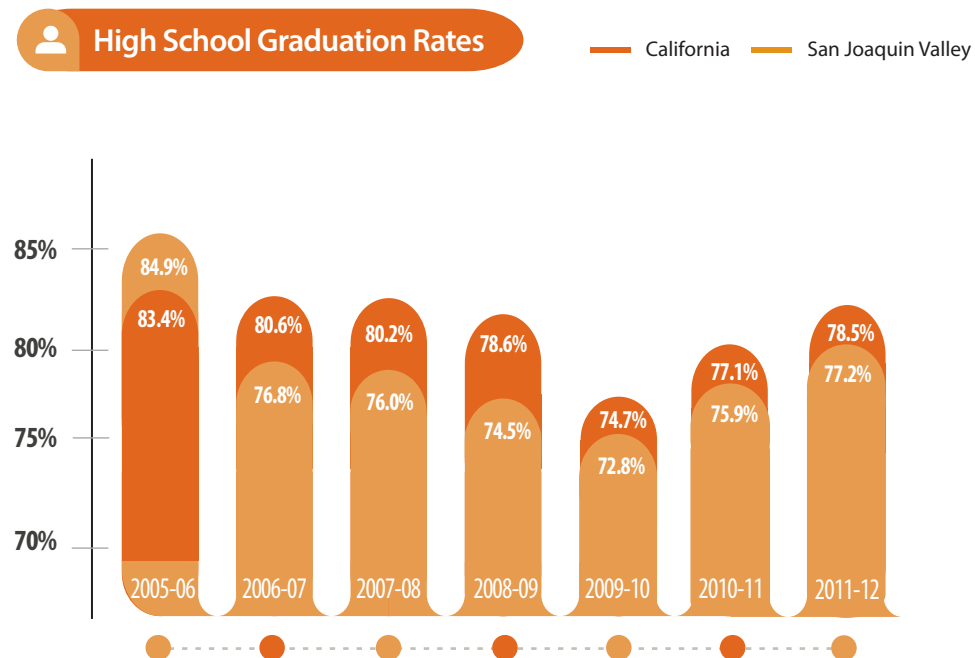
1. Every child will be prepared for school.
2. Every child will be supported in and out of school.
3. Every student will demonstrate components of a healthy lifestyle.
4. Every student will succeed academically.
5. Every student will graduate from high school and enroll in post-secondary education and/or career training.
6. Every student will complete post-secondary education and/or career training and enter a meaningful career.

When the process is established in the four participating school districts (Fresno, Central, Clovis, and Sanger) and colleges, the systems and structures will be expanded to outlying areas.

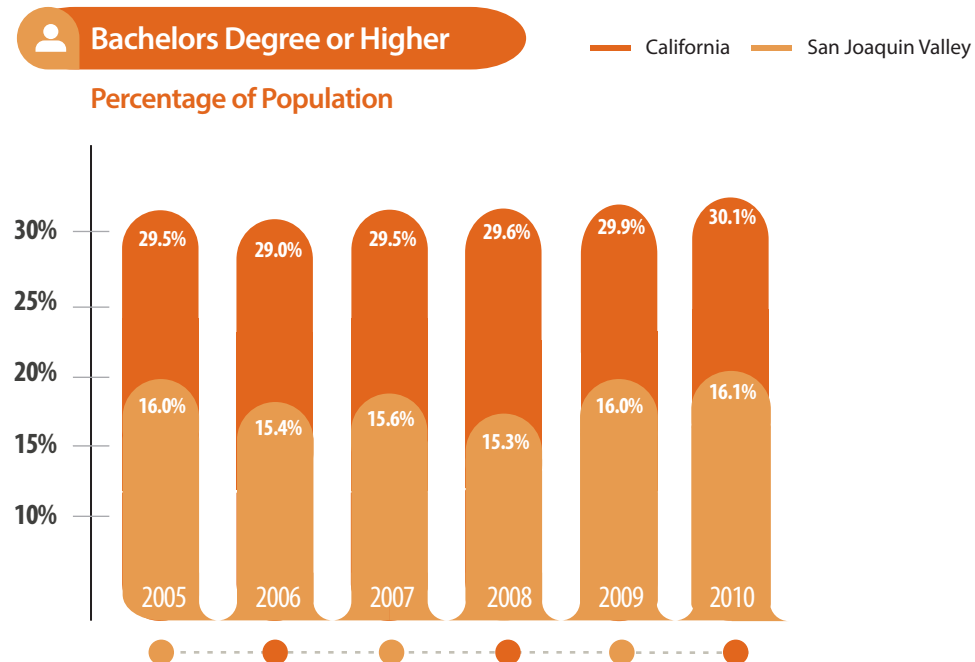
Each County Office of Education in the region continues to network and provide significant support to school districts. CVELI has been engaged with each as much as possible to ensure seamless and collaborative outcomes.

Two major changes impacting educators in this and the upcoming year are implementation of Common Core State Standards to replace current educational standards and assessment systems, and the Local Control Funding Formula which overhauls how school districts are funded in California. Additionally, community colleges and universities are faced with new funding systems at a time when enrollments are growing and student success supports are in greater need than ever.

CVELI is at the nexus of major opportunity for change and development while addressing significant needs of children, families, and communities in the Valley. As a leadership institute, CVELI continues to identify procedures and resources to address the leadership challenges of area educators, and values the continued support of individuals and organizations working in partnership for the benefit of the Valley. Working together, students will receive the best opportunities to ensure they are ready for life's challenges, college and careers.



Source: California Department of Education, Education Demographic Office



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



Higher Education & Workforce Development

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

Higher Education

Central Valley Higher Education Consortium Fresno State

Barbara Hioco, Executive Director

Year-In-Review

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

The Degree Completion Workshop was provided this year as a means to comply with SB1440, the Student Transfer Achievement Reform Act. The focus of the workshop is to ensure seamless transfer from community colleges to California State University

and University of California campuses. This year's programs focused on chemistry, computer science, elementary education and Spanish disciplines. Overall, the workshop received overwhelmingly positive results. Several community colleges worked together to offer more computer science capstone courses online as previous drop rates resulted in course cancellations. Fresno State faculty invited community college teams to join their departmental meetings to work on chemistry curriculum in hopes of formatting course schedules to allow students to complete their Bachelor of Science in less than three years. Most schools have completed work on at least two of the four disciplines.

CVHEC worked with K-12 schools to address Common Core Standards. A major area addressed in these discussions was the disparity between college-going rates and graduation rates in Central California, compared with the rest of the state. Ways to expedite the transmission of transcripts between various institutions also were explored. Future priorities include: data gathering to explore if the

gap between college-going and graduations rates has been affected; supporting K-12 schools in their college prep activities; and aligning curriculum in post-secondary schools.

The Central California Community Colleges Committed to Change (C6) Consortium, comprising a subset of 13 community colleges from CVHEC's members, is united by the desire to address community college issues. The C6 Consortium identified college readiness as a top priority and as a result of funding support from California Education Policy Fund (CEPF) has invested in building statewide standards and accountability. Expected results are better prepared students ready to succeed in college, from the first assessment/ placement test through graduation.

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

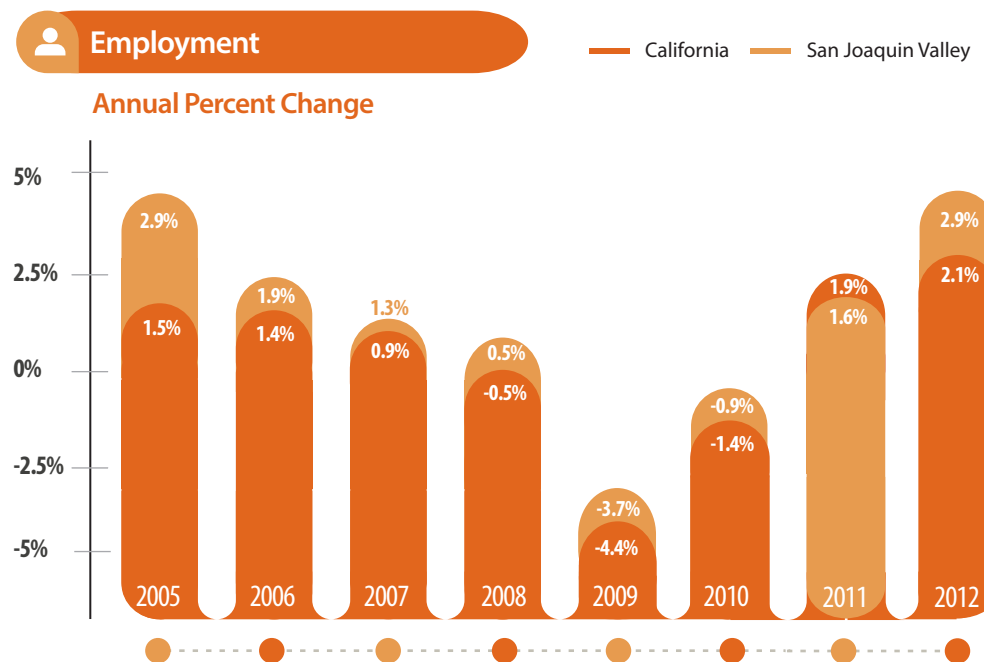
CVHEC will conduct a planning workshop in September 2013 covering these topics: progress enabled by support from a major federal grant and

sustainability and institutionalizing and enhancing best practices.

CVHEC goals:

- Building and nurturing a college-going culture in which a higher percentage of Valley residents obtains associate and bachelor's degrees
- Enhancing cooperation between two-year and four-year institutions to increase the student transfer rate.
- Establishing an effective policy voice and effective advocacy for higher education in the Central Valley.
- Encouraging Valley higher education institutions to provide programs that meet the workforce preparation needs of Valley employers.
- Supporting the effectiveness of member institutions through appropriate collaborative initiatives including professional development and data collection and analysis.

Founded in 2001 by former Fresno State President John Welty, the organization's history of building cooperation and collaboration among member institutions is evidenced by the ongoing engagement in intersegmental, coordinated approaches to promoting higher education solutions. Initial membership has grown from 18 to 27 institutions of higher education. The overarching mission of CVHEC is to unite to increase higher education participation and success in the Central Valley.



Source: California Employment Development Department, Labor Market Information Division

Workforce Development

Central California Workforce Collaborative

Blake Konczal, Executive Director
Fresno Regional Workforce Investment Board

Year-In-Review

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

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

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

CCWC collaborated on economic development analyses needed for a new Five-Year Plan format mandated by the State of California Workforce Investment Board.

Stanislaus Alliance acted as fiscal agent for the Valley-wide "Back-to-Work" National Emergency Grant which

provides job training resources for the unemployed to receive training in these industry sectors: agriculture, energy, health and wellness, logistics, manufacturing, water technology and public sector infrastructure.

Fresno Regional Workforce Investment Board led the efforts in which the California High-Speed Rail Authority adopted the National Targeted Hiring Program (NTHP). NTHP requires 30% of all work hours be performed by residents in areas of high poverty and 10% of all work hours be performed by "disadvantaged workers" which means the individual has one of the following barriers to employment:

- apprentice with less than 15 percent of the required graduating apprenticeship hours in a program
- chronically unemployed
- criminal record or other involvement with the criminal justice system
- custodial single parent
- emancipated from foster care system
- homeless
- lacks GED or high school diploma
- receives public assistance
- veteran

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



kudos

Oil Worker Monument, Taft

Taft completed its first draft of an inventory of available land and retail space for interested investors, businesses, and entrepreneurs.

City of Taft Community-Based Economic Development Strategy Greater Taft Economic Development Authority

Key Partners

Taft District Chamber of Commerce & Visitors Bureau
City of Taft
Taft College
Kern County Fourth Supervisorial District

Greater Taft Economic Development Authority (GTEDA) was formed in 1998; until its reorganization in November 2012, however, GTEDA was dormant while other issues took center stage in Taft and Kern County.

As the new GTEDA Board was seated, enumeration of economic issues within the Greater Taft area became paramount. The Board members went on a "Tour of Taft" making site visits to areas that needed attention - whether it was cleaning up, fixing up, or tearing down. The Board recognized the need to prioritize the issues, and conferred leadership for this process upon the Office of Community and Economic Development at Fresno State.

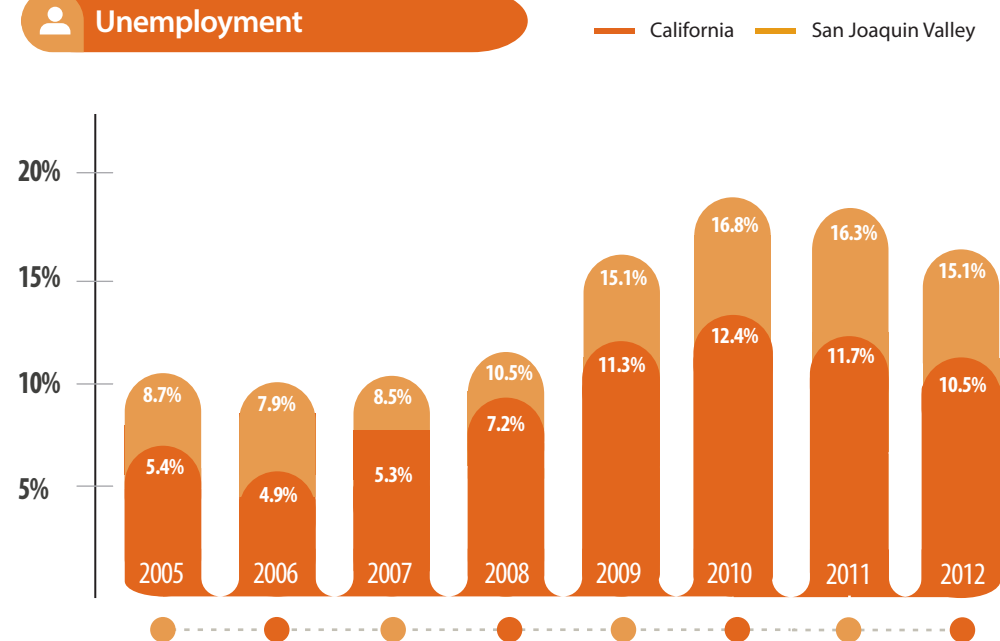
The City of Taft Community-Based Economic Development Strategy (Strategy) was an eight-month program, with 25 to 30 Taft citizens meeting twice a month at various locations around town, including Taft College Library, West Kern Oil Museum, and Monarch Fleet Services & Automotive. The group learned first what economic development is; and second, current economic circumstances in Taft, its outlying areas, Kern County, and California.

Guest speakers shared expertise in customer service, workforce needs, business retention and expansion and marketing. When the program was completed, participants were able to make decisions about economic goals for the community to which the Taft partners could realistically aspire. When decisions were finalized, strategies were outlined for implementation, including the assignment of "Goal Champions"- Taft organizations responsible for implementation. The lion's share of the responsibility was given to the city of Taft, Taft District Chamber of Commerce and Visitors Bureau (Chamber), and Taft College. Lesser roles were assigned to Kern Economic Development Corporation, Kern County Workforce Investment Board (Kern WIB), and Kern County Board of Trade.

One month after the Strategy was presented to and approved by Taft City Council, the city completed its first draft of an inventory of available land and retail space for use by interested investors, businesses, and entrepreneurs. The Chamber began its community informational meetings, explaining the Strategy to interested groups and service clubs. The Chamber is working with downtown businesses on the concept of a Downtown Business Improvement District (BID). Taft College initiated meetings with Taft Union High School District and the Kern WIB to address skill gaps and workforce needs of area businesses and service providers.

Taft is home to the largest monument west of the Mississippi.

Unemployment



Source: California Employment Development Department, Labor Market Information Division

Spotlight

San Joaquin Valley Regional Industry Clusters Initiative

The Regional Industry Clusters Initiative is the implementation of the Regional Industry Clusters Analysis and Action Plan, a study commissioned by the Office of Community and Economic Development at Fresno State in 2012 with a grant from the U.S. Economic Development Administration and in partnership with The Lyles Center for Innovation and Entrepreneurship at Fresno State and Center for Economic Development at Chico State.

Regional clusters identified in the Action Plan are Agriculture, Energy, Health and Wellness, Logistics, Manufacturing, Public Sector Infrastructure and Water Technology. Other varying initiatives and cross-pollination cluster efforts are happening in the San Joaquin Valley. RIC is designed to “connect, support and optimize these assets and initiatives.”

This year, the RIC Team met with well over 150 champions, service providers and other stakeholders to help move the effort forward. The goal of this process is to build momentum to engage the private sector for more integrative public and private partnerships to foster economic development opportunities for the Valley; thereby establishing a framework to capture value chain opportunities for the clusters.

In early 2013, the RIC Team held three strategies meetings with a collective of champions for all clusters. The meetings resulted in forming cluster advisory committees which were charged with leading the clusters through various work groups.

Health and Wellness Cluster. Four work groups were developed - Healthy Communities, Leadership Education, Workforce and Affordable Care Act. Each work group has a monthly conference call on specific issues and focuses on the following objectives.

- **Healthy Communities Work Group.** Serve as a platform for dialogue on the Healthy Communities Initiative by the Robert Wood Johnson Foundation and the Federal Reserve Bank of San Francisco.
- **Leadership Education Work Group.** (1) pursue funding for a project focused on educating small business owners and employees about the Affordable Care Act (ACA) and by encouraging collaboration among other community partners working on ACA implementation and (2) develop and deliver an educational program for public officials on major public health and health care issues and how they are inter-connected with policies around environment, development, quality of life, and human services.

- **Workforce Work Group.** Build on the Regional Industry Clusters Opportunities plan that captured the health care workforce skills gaps, and leverage the plan with other related initiatives.
- **Affordable Care Act Work Group.** Serve as a catalyst to provide information through regional partnerships to the community and other stakeholders on the coming Affordable Care Act.

Manufacturing, Energy, Water Technology, Agriculture (MEWA) Cluster. MEWA initially met as one cluster because of the many layers of cross-sector issues. The MEWA Cluster will meet as a whole biannually. The MEWA Advisory Committee convened in April and June to review next steps and explore potential regional meetings in the South Valley and North Valley, in addition to the Fresno region.

- **Manufacturing.** The RIC Team connected with University Center to Advance Manufacturing at Fresno State to partner for the third Annual Manufacturing Conference on October 18, 2013, in Clovis, Calif.
- **Clean Energy Cluster.** Previously administered by Economic Development Corporation serving Fresno County, which convened its quarterly meetings in February and May. OCED assumed the role as cluster administrator in mid-May and organized the last meeting of the year in August which took place in Tulare, Calif.
- **Water Cluster.** Convenes quarterly events in March, June, September and December.

- **Agriculture Cluster.** Meetings have been ongoing; plans are set to hold the cluster's first event in early 2014.

Logistics and Public Sector Infrastructure. The Goods Movement Study, released in July 2013, will be used as the guide for meetings and next steps of these two clusters. OCED is ready to initiate cluster activities in 2014.

GRANT OPPORTUNITIES

In June 2013, OCED took the lead with six regional partners which were awarded a \$176,000 grant with the Regional Industry Clusters of Opportunity II. This project will focus on developing two segments of the clean transportation sector in the San Joaquin Valley: motor vehicles and equipment (i.e. advance technology vehicles) and alternative fuels (e.g., alternative fuel infrastructure).

OCED, in partnership with regional stakeholders, obtained \$178,000 in funding from the U.S. Economic Development Administration Investing in Manufacturing Communities Partnership (IMCP), to facilitate the development of an implementation-ready strategy that will strengthen the manufacturing ecosystem in the Valley's eight-county region. Phase I of this grant is a three-stage process to produce a Valley Agricultural Manufacturing Investment Strategy and Sustainability Plan. Phase I positions the region for a larger grant in Phase II, which will enable the implementation and seed funding of the manufacturing priorities.



Mendota Advanced Bioenergy Beet Cooperative
Mendota Bioenergy, LLC

Key Partners

PUBLIC SECTOR:

- California Energy Commission
- California State University, Fresno
- University of California
- City of Mendota
- County of Fresno
- City of Fresno
- USDA-Rural Development

PRIVATE SECTOR:

- Red Rock Ranch, Five Points, Calif.
- Biodico, Santa Barbara, Calif.
- Betaseed, Shakopee, Minn.
- Easy Energy Systems, Welcome, Minn.

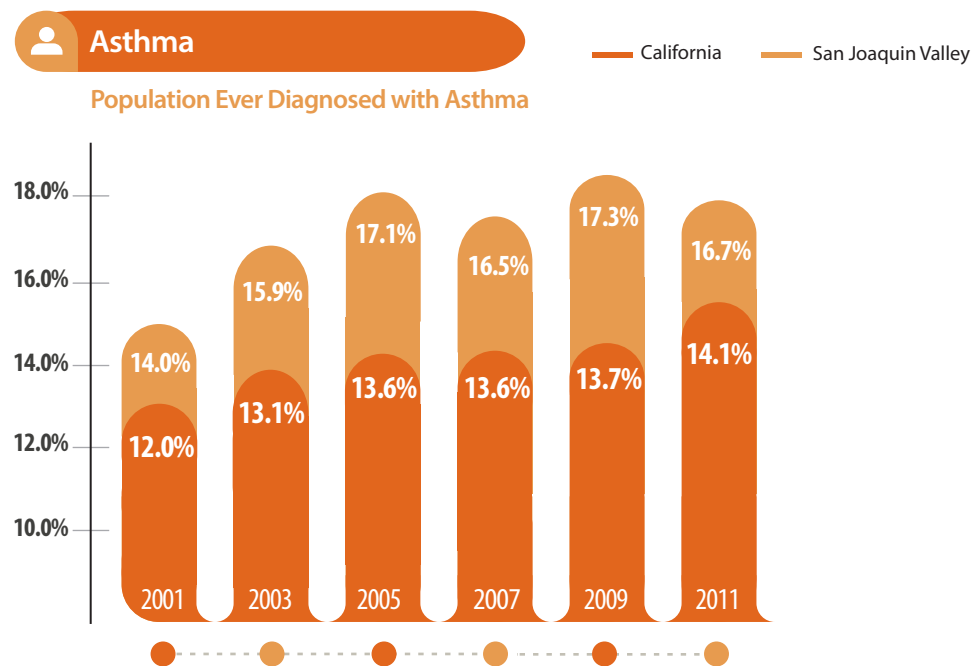
Mendota Bioenergy, LLC is building the first advanced and cellulosic ethanol demonstration facility at Red Rock Ranch, Five Points CA to be operational in first quarter 2014. The facility will process locally grown energy beets into transportation fuels for use by E-85 truck and cars.

Fifteen million gallons per year of advanced and cellulosic (non-corn) ethanol will be produced by the commercial facility.

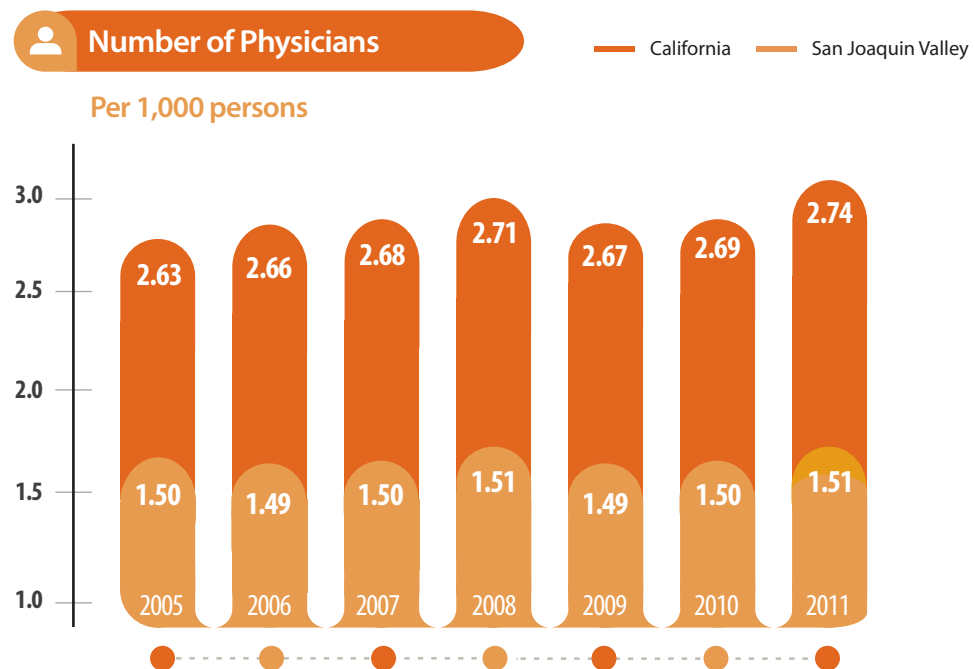
The integrated biorefinery will have four main components; the advanced ethanol facility to process energy beets, an anaerobic digester to process stillage from the biorefinery, an almond pruning fired biomass gasifier to provide on site electricity and steam and a water treatment plant to recycle the waste water into clean farm and landscape irrigation water.

Scheduled to be on line in 2017, the facility will employ 25 people. These positions include skilled plant operators at year-round jobs in the \$50-60,000 range. Another 15-25 people will be employed by contractors to harvest and deliver beets and almond prunings. Direct annual economic activity will be in the \$35-40 million dollar range before economic multipliers are included.

A favorable economic impact on the Central San Joaquin Valley is expected when the facility is completed.



Source: California Department of Finance, Demographic Research Unit



Source: U.S. Department of Commerce, Bureau of Economic Analysis

Economic Development

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

California Central Valley Economic Development Corporation

Jennifer Faughn, President
Strategy One

Year-In-Review

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

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

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

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

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

The entire region works together to market its "Central California...Center Yourself" brand through

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

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

Trade shows attended this year are WestPack in Anaheim and events for American Industrial Relators and Society for Office and Industrial Realtor, Northern California Chapter. A trade show success example is 50 new jobs opening at an Auto Auction company in Stockton.

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

CCVEDC's web site is targeted toward making the first cut in site selection. It provides valuable and comprehensive demographic information and press releases and news on each of the industry clusters. In addition to having a searchable real estate

database, the website provides businesses with accurate and timely information necessary for site selection as in the case of a distribution company that built a 500,000-square-foot facility employing 100 people. One Region ... One Phone Number continues to be the most noteworthy component of the regional economic development. When a prospective site selector calls 888-998-2345 for information, they access the Central Valley's eight economic development corporations for sites, information and solutions.

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

(\$297,000) to the new income (\$168,903,900); the result is \$568 new dollars for every dollar spent.

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



Yosemite Valley, Madera County

The Rural Development Center has provided assistance to a Valley tribe, 13 rural special districts, 23 rural nonprofits, and 27 rural cities.

fresno state partners

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



San Joaquin Valley Rural Development Center

San Joaquin Valley Rural Development Center (RDC) coordinates with the Partnership on important rural issues and communicates Partnership activities to the region's small cities and unincorporated communities. Administration includes the RDC director supported by two project managers and a finance director, which are provided through the Office of Community and Economic Development (OCED). The RDC team executes various service agreements and has more than 40 consortium partners which continue to commit time, resources and expertise to the advancement of rural communities in the region.

RDC coordinates provision of technical assistance from consortium partners to rural communities. As of June 2013, RDC provided technical assistance for 1 tribe, 13 rural special districts, 23 rural nonprofits, and 27 rural cities. The RDC website developed by Bertz-Rosa | Strategy & Creative will formally launch in fall 2013.

RDC has partnered with the Small Communities Network (SCN) to deliver 19 training sessions to rural communities in the San Joaquin Valley. Training topics include grant writing, renewable energy, small business development, water/waste water infrastructure, and broadband infrastructure. SCN is designed to bring together representatives from rural communities throughout the Valley; facilitates quarterly regional workshops or webinar trainings, and daily informational emails to its members; and serves as an optimal medium for distributing information about available RDC services to the region's rural communities.

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

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U.S. Economic Development Administration-Economic Adjustment Assistance

Valley Connect

(Sept 1, 2011 – Nov 30, 2012)

OCED: \$250,000, 15 months. RDC was able to update its marketing and communications materials, and design and develop its website; also facilitate RDC administration and outreach to region's rural communities.

U.S. Department of Agriculture, Rural Business Enterprise Grant

San Joaquin Online

(July 1, 2013 – June 30, 2014)

RDC: \$40,000. Allows RDC to deliver technology integration training to small business owners and entrepreneurs in the rural city of San Joaquin; training began fall 2013.

U.S. Department of Agriculture, Rural Community Development Initiative

Pathways to Rural Economic Progress - San Joaquin Valley (10/1/2011-9/30/2014)

RDC: \$75,000, 36 months. Project is three phases and consists of delivering economic development and housing capacity-building technical assistance to representatives of 16 rural recipient communities; Tule River Housing Authority and Taft Chamber of Commerce added as recipient communities in 2013.

California Public Utilities Commission

San Joaquin Valley Regional Broadband Consortium (1/1/2012-12/31/2014)

OCED: \$450,000, 36 months. OCED administers San Joaquin Valley Regional Broadband Consortium, which includes expanding broadband coverage and adoption in the region's rural communities.

California Emerging Technology Fund

San Joaquin Valley Get Connected! Grant (7/1/2013-6/30/2016)

OCED: \$600,000, 36 months. Allows OCED and four other regional organizations to deliver digital literacy training and facilitate broadband subscriptions to residents in communities with low levels of adoption; particularly rural areas.

Fresno State-Small Business Development Center

(January – December every year)

OCED: \$40,000, annually. Allows OCED to assist in the marketing and deployment of SBDC services, trainings, and resources throughout the San Joaquin Valley; particularly the region's rural communities.

RDC Service Agreements

Generated more than \$80,000 in revenue since November 2011; services have included grant writing and digital literacy training. Other RDC services delivered during the last year:

- **Relational Culture Institute**

January-March 2013

13 QuickBooks training sessions with entrepreneurs and small business owners in Firebaugh.

- **Fresno Council of Governments**

January-May 2013

Conducted marketing; presented Sustainable Community Strategy/Regional Transportation Plan public outreach workshops in Parlier and in Firebaugh.

- **Youth Centers of America**

January-June 2013

34 college/career readiness and mentorship sessions with high school students in Parlier.

- **City of Taft**

January-August 2013

12 economic development training/planning sessions with local community stakeholders, yielding the City of Taft Community-Based Economic Development Strategy.

- **Fresno Economic Opportunities Commission**

February-October 2013

Connected farmers in Biola and Del Rey to emerging food outlets; documented new jobs created; coordinated establishment of Biola Farmers' Market.

- **City of Farmersville**

March-August 2013

Surveyed 85 housing units in Cameron Creek Colony to determine water quality and water infrastructure; identified engineering firms to assist city of Farmersville with water sampling and tests; facilitated well-water sampling for 27 housing units.



Photo courtesy of UC Merced Small Business Development Center

University of California, Merced

Small Business Development Center Network

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

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

UCM-SBDC experienced an extraordinary year due to the innovative network, strong partnerships, and community support. San Joaquin Valley host institutions provided assistance to 1,876 clients; started 221 businesses that resulted in 518 jobs being created and retained; and catalyzed an additional capital infusion of \$52,184,215.

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

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

Community & Regional Planning Center

The Office of Community and Economic Development at Fresno State, in partnership with the College of Social Sciences Department of Geography and Planning, assumed the role as programmatic arm of the Community and Regional Planning Center in January 2013.

The role of the Community and Regional Planning Center (CRPC) within the university and the region is still being fully defined; however, its objective is clear - to serve as a resource hub between the Office of Community and Economic Development at Fresno State (OCED) and its regional initiatives, the College of Social Sciences, and the community. CRPC links technical assistance providers to San Joaquin Valley communities and serves as an information hub and resource for planning-related knowledge and research, peer learning networks, and expertise, all through partner collaboration.

CRPC serves as the umbrella for several long-term OCED projects and initiatives, which includes San Joaquin Valley Blueprint Planners' Toolkit and San Joaquin Valley Regional Broadband Consortium. CRPC will become the legacy for the Partnership's Smart Valley Places initiative at its completion December 2013.

A CRPC priority is to secure funding for regional planning efforts. Most recently, a concept proposal was submitted for a Forest Service grant to evaluate the urban forestry initiatives and green jobs. In conjunction with this effort, CRPC began reaching out to local governments to promote both general and contract service opportunities.



Photo courtesy of Fresno Councils of Government
Main Street Promenade, Visalia

General Services:

1. Planning Workshops for Local Elected Officials
Develop a "Planning for Elected Officials" toolkit that will help provide information on the importance of planning in the context of local governments.

2. Regional Workshops
Convene focused strategy sessions among public sector planners, community groups, developers, real estate agents, and other stakeholders about how to overcome multidisciplinary obstacles and improve overall prosperity in this region.

Contractual Services:

1. Regional Grant Administration
Provide regional grant administration and technical assistance to community partners. OCED has an established precedent of regional grant administration through its other initiatives, such as Smart Valley Places and San Joaquin Valley Regional Broadband Consortium; it is committed to convening a variety of grantees for the betterment of this region.

2. Community Engagement
Help local governments and other agencies enhance their community engagement and public participation in the development of planning documents. This includes meeting facilitation, multilingual press releases, and targeted outreach to traditionally unrepresented and under-represented community groups.

4. Demographics, Data, and GIS Services
Provide data, demographics, and basic GIS services for San Joaquin Valley communities.

5. Technical Assistance and Circuit Planning
Develop general plans (or components of general plans), climate action plans, economic development strategies, and other planning documents for local governments.

CRPC continues to look for opportunities to secure grant funding to allow its role in the regional planning arena to be further defined. In the interim, CRPC continues to engage university staff and planners throughout the Valley to gain a deeper understanding of planning needs and potential services it can provide moving forward.



Vision Statement

Connect. Collaborate. Advocate.

The 2012-2013 Annual Report marks the Partnership's eighth year of operation. The Partnership has been fully embraced by Governor Brown and his top leaders who understand the need for and benefit of working together on a regional basis to bring about economic growth, environmental sustainability, while providing equal opportunity. It is clear to me that this effort to connect, collaborate, and advocate is going to be around for some time to come.



Mike Dozier
Lead Executive

Recently, I read the article "Innovation for the Next 100 Years," by Dr. Judith Rodin, president of the Rockefeller Foundation. Dr. Rodin provides a very concise and clear purpose for organizations like the Partnership. Below are excerpts which seem most applicable to the purpose of the Partnership:

- "Successful innovation comes from a process where the people who will ultimately benefit from a product or service are given a voice in its development." Meaning, innovation is a collaborative process of designers with end users.
- "Innovation holds unprecedented promise ... in many instances, the thinking and technology have outpaced the ability of organizations [and communities] to effectively implement and scale up solutions in the real world."
- "Capacity for implementing new approaches in the field cannot keep up with the pace of innovation methods in development."
- "Innovation must be just as much about capacity-building among organizations, communities, and individuals." Just as it must be about new thinking, practices, and technologies.

- An important lesson is that “big, systems-changing innovation takes great patience and time.”
- “We cannot predict the future form and scope of the shocks that communities and systems will have to withstand and recover from—whether they result from climate change, financial crisis, armed conflict, or social upheaval.”
- “In the face of these challenges, innovating for resilience—resilient networks, communities, and organizations better able to respond to and adapt to these unexpected events—is among the most important kinds of innovation we can pursue.”
- Qualities which resilient networks, communities, and organizations share include:
 - Flexibility
 - Redundancy
 - Resourcefulness
 - Safe Failure
 - Responsiveness
 - Learning

If we are to improve the quality of life in the San Joaquin Valley, and I do believe we can, we need to be innovative through collaboration. Collaboration will require inclusion and communication like no other time in the Valley. As

Dr. Rodin writes, “innovation must be just as much about capacity-building among organizations, communities, and individuals.”

The Partnership and its numerous regional initiatives rely heavily on innovation and collaboration. Prime examples of this innovation and how to address the various needs of the Valley are the Regional Broadband Consortium, the Housing Collaborative, Smart Valley Places, and the Regional Industry Clusters Initiative. Each of these will be successful only if inclusion and collaboration exist among all the players who have expertise in these areas. If you are already a partner, thank you for your time and effort. If you are not, ask how you can play a part in the transformation of the San Joaquin Valley.



Mike Dozier
Lead Executive

