



Transforming
Our Community

Launching the Next Phase

Launching the Next Phase

PREFACE

In 2007, the efforts of the Regional Jobs Initiative (RJI) continued to focus on strengthening the industry clusters, aligning resources to serve them, and working on quality of place. Even in these difficult and volatile times, there is significant evidence that our economy has become more diversified; significant progress has been made on our No. 1 issue of workforce development; and the community has been engaged in collaborative problem-solving like never before. In fact, such progress, despite turbulent economic conditions, is one of the base aims of the RJI. That is, to better prepare our region to maximize opportunity during normal times, and to more readily endure difficult times.

As noted below, our region saw a continuation of positive achievements in 2007. We are especially encouraged by the responses of our leading educational institutions to regional needs. Long lead times and competing institutional priorities means this doesn't happen overnight. Nonetheless, it is clear it is happening in substantial measure. The willingness of these leaders to respond and to collaborate with one another has been impressive. Much remains to be done, particularly in expanding opportunities for focused career technical education, or vocational education. But progress is now principally limited by resource constraints rather than lack of will or shared vision.

We also are pleased by the ever-increasing willingness in our community to collaborate across sectors, and to seek quality solutions to long-term, significant issues. We also have come to better recognize that the economic and human threads of a community are inextricably linked and that one facet cannot truly succeed in the absence of success in another.

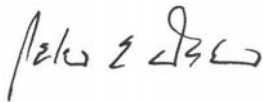
This recognition, plus the need for some form of a continued organized approach to economic development, has led to discussion about a go-forward proposition for a continued form of the RJI, together with a closer and more meaningful alignment of allied efforts around human and infrastructure development. During the remaining months of the original tenure of the RJI, key stakeholders will focus on the means to accomplish these aims.

Specific highlights from 2007 include:

- The Claude Laval Water and Energy Technology (WET) Incubator opened and was 100% occupied within the first 30 days. The Central Valley Business Incubator and the International Center for Water Technology combined forces to create the WET Incubator, the first of its kind in the United States.

- Two startup companies in the Software Cluster received Venture Capital, a first for this region.
- The California Partnership for the San Joaquin Valley (the Partnership) began implementation of a 10-year strategic action proposal, with specific recommendations to address major issues from education and the environment to economic development and human services issues. To date, the Partnership has helped generate more than \$2 billion in state bond revenues for Valley transportation and air quality mitigation projects and has secured smaller amounts of funding for many other smaller projects.
- Quality long-term regional land use planning is under way through the Blueprint project of the Partnership; the innovative Metro Rural Loop proposal; and the Southeast Growth Area project. These are important continuances of quality planning which has been a hallmark of several development projects during the last few years.
- The Fresno County Workforce Investment Board (WIB) completed a second annual survey researching the actual number of jobs open in Fresno County and the number of jobs projected to be created within three years. The research indicates that nearly 2,500 jobs are currently vacant in high-wage, high-growth jobs. This statistic is frustrating and symbolizes our continuing workforce challenges; yet it also is symptomatic of the relative health of Valley businesses and the opportunities they present.
- State Center Community College District (SCCCD) convened a Workforce Development Summit to assess training and workforce needs to respond to current and future demands among RJI industry clusters. SCCC also is reconstructing its career and technical education programs to meet the needs of these industries. More than 1,000 new vocational training slots have been created as a result of this collaboration.
- The formation of the San Joaquin Valley Clean Energy Organization led to the San Joaquin Valley being identified as the pilot project for the national 25x'25 Alliance, an initiative committed to use of 25% renewable energy by the year 2025.
- The Advanced Manufacturing Center (AMC) feasibility study was completed in cooperation with industry stakeholders, identifying the need for the AMC and recommending the facility is built at Fresno State.
- A new Logistics and Distribution program began at Fresno State. The College of Engineering is working closely with representatives from several RJI industry clusters to better meet its needs and to increase its student capacity.
- California voters passed the transportation bond and directed \$1 billion to the improvement of Highway 99.
- Fresno Business Council, Fresno Regional Foundation, Fresno Unified School District, and a host of partners launched the Human Investment Initiative, a comprehensive collaborative initially focused on human development issues in neighborhoods with concentrated poverty.

The above examples build on the successes of prior years, and represent opportunities and successes materializing with increasing frequency in the Fresno Region. The totality of successes highlighted in the main body of this report shows our region's remarkable progress and is the work of numerous hands and minds. We have learned countless lessons since the RJI was launched four years ago, and we will carry these lessons forward as the next phase is launched. We also will advocate that the collaborative approach which has served us so well in the economic development sphere be applied to the human development and infrastructure development spheres. Interdependence is reality. Becoming interdependent will greatly accelerate the progress of our region and its populace.



Peter E. Weber, Co-Chair
Regional Jobs Initiative



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Community Values of the Fresno Region

Stewardship

We will lead and follow as stewards of our region, caring responsibly for our community assets. We will work together to achieve the greatest, long-term benefit for the community as a whole.

Boundary Crossing and Collaboration

We are willing to cross political, social, ethnic and economic boundaries and partner with others to achieve community outcomes. We will lead beyond the walls to create an inclusive, cohesive community through partnership and collaboration.

Commitment to Outcomes

We are willing to take responsibility for tasks and achieving specified outcomes. We are committed to staying involved until the tasks are completed.

“Art of the Possible” Thinking

We believe that anything is possible in the Fresno Region. We will envision success without limitations and then backward map a specific, attainable strategy for achieving that vision.

Fact-Based Decision Making

To the greatest extent possible, we will base decisions and action plans on objective data, thereby avoiding distortion of issues by personal feelings or agendas. At the same time, we seek to get to the heart of the matter and recognize that facts without context can be misleading.

Truth Telling

We value the empowerment of everyone involved, along with all community stakeholders, to honestly and forthrightly share all knowledge, experiences and insights relative to the work at hand. We take responsibility for ensuring our truth is current, not historical. We all share the responsibility for maintaining the truth telling standard.

Power Parity

We respect all persons and recognize there are diverse viewpoints. Positional power will not determine a strategy or preferred outcome—merit will. Viewpoints from diverse constituencies will be proactively sought to ensure the best possible outcomes for the community.

Commitment to Resolving Conflict

Conflict is inevitable and is sometimes required to achieve the best outcomes possible. Healthy conflict involves valuing every individual regardless of his or her stance on a specific issue and an unwavering commitment to working through the conflict in a positive manner despite its severity.

Asset-Based Approach

We are focused on using a strengths-based, asset-oriented approach to people and issues. We believe that positive change occurs when we value and invest in what is best in our people and community.

Conflict of Interest

We agree to disclose any personal or professional conflict of interest that may affect our objectivity before engaging in work that will impact the community. We seek to avoid even the appearance of impropriety.

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Overview

One of the original goals of the RJI was the creation of 25,000 to 30,000 net new jobs in five years. The other principal goal was to develop a built-to-last economic apparatus which could better prepare the region for sustainable success in an ever-changing world.

Underpinning those goals were four objectives:

- Diversifying our economy
- Competing more on value than low cost
- Fostering innovation and entrepreneurship
- Growing our existing businesses

When the RJI was launched in January 2003, seven industry clusters were identified as having strong potential for growth and diversification of our economy:

- Advanced Logistics & Distribution
- Advanced Manufacturing
- Construction
- Health Care
- Information Processing
- Tourism
- Water Technology

Since then, five more clusters, or “economic opportunity areas,” have been added:

- Arts and Culture
- Clean Energy
- Food Processing
- Public Sector
- Software

Many regional leaders and stakeholders are now involved in various aspects of these clusters. They are the people providing the general direction for RJI. A key aim of RJI is to give them the ability to grow and be more competitive in an innovative and global economy. Another key aim is to ensure that success converts to a higher standard of living in this region, and a better quality of place

Working in conjunction with the RJI Industry Clusters is a group of “competitive advantage” task forces. The RJI task forces are groups of business, government and community leaders convened to formulate and implement plans that will make the region's business climate more competitive for the target industry clusters.

RJI task forces have been formed in the following areas:

- Communications
- Customer Service
- Finance/Capital Formation
- Government Affairs
- Innovation
- Livability
- Physical Infrastructure
- Technology Infrastructure
- Workforce Development

A wide array of people, public agencies and nonprofits are engaged in the RJI task forces. Each focuses on complex issues related to the competitive advantage of our regional economy. The task forces tackle a broad range of issues, from spurring innovative thinking to dealing with critical infrastructure needs and preparing the workforce. Needless to say, making progress requires attacking multiple fronts. Task force leaders have shown tremendous dedication and commitment to the challenges set before them. There is still much to accomplish in each task force area. However, the overall progress is quite impressive as we review the last four years.

Status Report on Recommendations

Although it is impossible to track every element of progress, the following pages provide a high-level status report on each of the recommendations outlined in the original RJI plan. One expected outcome during the intervening period is the development of additional opportunities. Those are noted at the end of this section.

INITIATIVE 1	Create the Valley Training and Education Consortium for Health Care.
STATUS:	Hospital Council of Northern and Central California provides leadership on the initiative. The Hospital Council linked efforts of the RJI and the California Partnership for the San Joaquin Valley to create the San Joaquin Valley Nursing Education Consortium. The Consortium received a \$500,000 grant from the state to work with educators and employers to increase the number of RNs in the region by 250 per year beginning in 2008.
	Magic in Teaching 2007, first clinical simulation conference; to be held annually.
	Application submitted to the Department of Labor for \$2 million to expand simulation capabilities in the Valley.
INITIATIVE 2	Establish a regional medical school and selected biomedical research institutes.
STATUS:	UC Merced is lead agency on the initiative. The university has taken significant steps in its plans to establish a school of medicine. The planning team for a medical school in the Valley recently completed a preliminary program proposal and business plan. The proposal also has been submitted to the UC Office of the President for review. With support from the California Partnership for the San Joaquin Valley, a \$5 million grant was awarded to UC Merced to further the plans for the medical school. The RJI has been actively engaged with the Chancellor's office in support of this critically important initiative.
INITIATIVE 3	Establish the "Regional Manufacturing Partnership and Central California Center for Manufacturing Excellence."
STATUS:	Launched the Regional Manufacturing Partnership in 2004. Several manufacturing businesses and training/education partners have been involved. The Manufacturing Cluster continues to meet quarterly.
	Worked with Fresno State's College of Engineering in developing a strategic plan to double the number of Engineering students within 10 years.

	<p>The Workforce Committee of the Food, Water and Manufacturing clusters continues to work with the local WIB to assist in identifying high-demand occupations and linking them to local training programs. In 2007, the committee coordinated numerous training sessions on manufacturing best practices and professional development for line supervisors. It also coordinated the Careers in Manufacturing Technology internship program in partnership with Fresno City College and Reedley College.</p>
	<p>The Advanced Manufacturing Center (AMC) received a \$100,000 federal grant for conducting market analysis to establish the AMC, completed in July 2007. The following objectives were undertaken:</p> <ul style="list-style-type: none"> • Demand Assessment of Manufacturers in the eight-county region • Industry Trends in the San Joaquin Valley • Existing Services Review • Financial Feasibility and Management Analysis <p>Results of the survey and subsequent analysis verify the manufacturing industry's need for the AMC. Top-ranking services of interest to manufacturers include:</p> <ul style="list-style-type: none"> • Workforce development • Better energy use • Compliance with health and environmental regulations • Education and training programs • Technologies in materials handling and automation <p>Manufacturers also were interested in testing services such as calibration, process improvement testing, material and mechanical testing, chemical testing, finite element testing and elemental analysis testing.</p> <p>In August 2007, a presentation on the results of the feasibility study was made to the Department of Labor; full application is expected to be submitted in 2008.</p>
	<p>Searchable Web site launched: www.centralcalmfg.org. Allows area manufacturers to locate local suppliers and buyers for manufacturing services.</p>
INITIATIVE 4	<p>Establish the "Information Processing Industry Partnership" in collaboration with the Central California Society for Information Management.</p>
STATUS:	<p>Launched Fresno Call Centers Cluster in 2004.</p>
	<p>Launched Web site: www.fresnocallcenters.com</p>
	<p>Call center leaders partnered with the Economic Development Corporation serving Fresno County and the City of Fresno to recruit to the market CCI, a call center employer. Other call centers are seriously considering the Fresno Region for new sites.</p>

	<p>Broder Brothers' corporate office picked its Fresno in-bound call center site for two expansions because of resources available through the Call Center Cluster network.</p> <p>Local training providers developed and offer customer service training for call center employees in response to industry needs.</p>
INITIATIVE 5	Establish the "Regional Construction Partnership."
STATUS:	<p>Launched Construction Industry Partnership in 2004.</p> <p>Local regional occupation programs (ROPs) in Fresno County have adopted the Construction Cluster as a target for career technical education.</p> <p>Worked with Fresno State's College of Engineering in developing a strategic plan to double the number of Engineering students within 10 years.</p> <p>Center for Construction Excellence launched at Fresno State. Industry donated materials and labor to complete phase one. Second phase of the center, interior construction began in Summer 2007, and is estimated to be completed by fall 2008.</p> <p>Cluster advisory committee members participate on the vocational education committee for Clovis Unified.</p> <p>Partnering with the Builders Exchange to bring all construction industry trade groups together to address workforce development issues.</p> <p>Construction Industry Partnership is working with local jurisdictions investigating Metro Rural Loop, a proposed land use and transportation corridor in the Fresno-Madera region.</p> <p>Working with public works and planning directors from City of Clovis, City of Fresno and County of Fresno in an effort to improve efficiencies in local government building processes.</p>
INITIATIVE 6	Develop a strategic plan to improve regional infrastructure.
STATUS:	<p>There have been some advances; progress on this front, however, has been frustratingly slow. The major infrastructure components referred to in this strategic plan are (1) roads, (2) industrial parks, (3) rail, and (4) air cargo. One significant accomplishment was the expansion of North Avenue, which was an important priority for the Logistics and Distribution Cluster. Passage of Measure C was a critical milestone for improving local road infrastructure as well as air capacity. Some progress has been made on advancing industrial park availability (see below). We are unaware of any specific enhancement of rail capacity or plans for rail enhancement in the Fresno area. Major long-term land use initiatives noted elsewhere in this report, e.g. the Blueprint project organized by the San Joaquin Valley Councils of Government, and projects such as the Metro Rural Loop analysis will help infuse Smart Growth philosophies into the process of infrastructure development. In addition, the City of Clovis recently completed a wastewater facility expansion and the City of Fresno has significant additional wastewater expansion targeted for the near future.</p>

	<p>Both projects are critical to future economic development and to maintain high quality services to residents.</p> <p>Council of Fresno County Governments, the Air Quality and Transportation work groups of the California Partnership for the San Joaquin Valley, and various other regional stakeholders are preparing for potential commuter rail enhancements through the construction of a statewide high-speed rail system. Efforts have included advocacy regarding continued passenger rail to meet short-term demands; high-speed rail to meet mid- and long-term demands; federal efforts to support high-speed rail projects; and efforts to keep the high-speed rail bond on the November 2008 ballot.</p> <p>As a result of programs initiated by the passage of Proposition 1B, billions of dollars have been secured to improve Highway 99 as well as to implement goods movement projects through the Trade Corridor Improvement Fund program and will provide needed infrastructure improvements, particularly road and rail, in the San Joaquin Valley. Regional stakeholders have been intimately involved in advocacy to fund prioritized projects in the Valley.</p>
INITIATIVE 7	Improve training opportunities specific to the logistics and distribution industry.
STATUS:	<p>Fresno City College added a certificate program in logistics and warehouse management in response to the needs of the Logistics Cluster. The certificate program was approved in February 2007 and began fall 2007.</p> <p>Fresno State reinstated its option in logistics and supply chain management and is working to establish an educational major to support the Logistics Cluster.</p> <p>Logistics Summit held February 2007, featuring international expert Dr. Dale Rogers</p>
INITIATIVE 8	Partner with the EDC to market the region as a state/regional hub for advanced logistics and distribution.
STATUS:	<p>Logistics industry representatives routinely work with the Economic Development Corporation serving Fresno County (EDC) on citing companies in the area. This industry regularly investigates business location opportunities in Fresno County. Promotion is not the issue in citing more advanced logistics firms in Fresno County. Rather, businesses are turned away because there is a lack of certified industrial sites. Accordingly, future success of this initiative is closely dependent on the success of Initiative 6.</p> <p>EDC's Business Expansion and Retention team met with three dozen logistics companies to determine their needs.</p> <p>More than 100 logistic industry professionals toured Fresno County and assessed the logistics infrastructure in February 2007.</p>

INITIATIVE 9	Establish a regional tourism authority to prepare and implement a comprehensive regional marketing plan that engages all industry stakeholders.
STATUS:	Local sales tax Measure J would have funded the tourism authority; was not passed by the voters, however. Although a new tourism authority has not been established, tourism is funded at greater levels today than before the focus on the Tourism Cluster. The City of Fresno has increased its investment in tourism. The County continues to fund its tourism office.
	Fresno Convention and Visitors Bureau (CVB) added tourism promotion to its activities after focusing on convention marketing for many years. Full time staff position was added and filled to coordinate tourism promotion activities. New leadership at CVB has launched a major new initiative to promote tourism.
	Promotional DVD of Fresno County made and distributed.
	Fresno City and Regional Map produced; 80,000 copies distributed
	Fresno Tourism Brochure distributed to nearly 200 sites along Highway 99.
INITIATIVE 10	Continue plans to construct the International Center for Water Technology.
STATUS:	The Claude Laval Water and Energy Technology (WET) Incubator was constructed at Fresno State and achieved 100% occupancy within its first month open.
INITIATIVE 11	Expand Careers in Manufacturing Technology internship program.
STATUS:	Internship program continues to operate every summer bringing companies together with interns from Fresno City College and Reedley College. The March 2007 Career Expo featured 80 students, 20 companies and other participants and exhibitors. Thirteen students were placed at eight different companies in the summer 2007 internship program. Preparations for the summer 2008 internship program began fall 2007 with community college faculty and students visiting local manufacturing companies to learn more about the industry and internship/job opportunities.
INITIATIVE 12	Expand the export development and joint marketing activities of the Water Technology Cluster.
STATUS:	The International Center for Water Technology routinely takes water tech companies from the Valley to international trade shows to help develop export markets for their products. Three trade missions were completed in 2007, representing 12 water technology companies which reported \$2 million in additional sales based on the missions.
	Inaugural International Water Technology Conference held April 2007.

INITIATIVE 13	Continual evaluation of additional economic development opportunities.
STATUS:	In keeping with the "loose leaf" approach to the RJI plan, we have continually evaluated and acted on emerging economic development opportunities. Since the launch of the RJI plan, five additional industry clusters have been organized: food processing, software development, innovative energy, public sector, and arts and culture.
INITIATIVE 14	Develop a unified framework among "job readiness" service providers co-branded as the "bridge academy." The framework will include uniform admissions and assessment; individualized achievement plans; vocational training academies; job readiness certification; job placement services with a focus on career ladders; necessary support services.
STATUS:	A "bridge academy" has not been developed; however, many program elements envisioned as a part of the Bridge have been developed or are in process.
	Uniform admissions and assessment. WorkKeys has been adopted by the Fresno County Workforce Investment Board (Fresno County WIB).
	The Work Ready Certificate using WorkKeys has been developed and is currently being adopted by major service providers. The certificate verifies to employers that an individual has essential core employability skills in Reading for Information, Applied Mathematics, and Locating Information. Fresno County WIB provides assessments of job seekers, computerized skill remediation, and potentially profiling of jobs for businesses.
	Job placement services with a focus on career ladders has been developed and implemented by the Fresno County WIB.
INITIATIVE 15	Establish the "Central California Workforce Development Center," a network of collaborative training programs for the development of workforce skills needed by the industry clusters targeted by the RJI.
STATUS:	A "Central California Workforce Development Center" has not been developed. However, many of the program elements envisioned as a part of the Center are included in the services provided by the Fresno County WIB and the training provided by area community colleges.
	Employment and Training Analysis. This presents a major opportunity to share with businesses, education and training providers and government leaders compiled, up-to-date and reliable Fresno County labor market information on multiple industry sectors ensuring more informed decisions are made about staffing strategies, educational programs and curricula, workforce policy and career choices. The Fresno County WIB conducted surveys of employers in target clusters to determine exact job requirements now, 1 year from now and 3 years from now. According to the data, almost 14,000 jobs will be available three years from now across 7 industries. Seventy-five percent of employers interviewed in the 2006 Employment Study were again surveyed for the 2007 study. More than

	<p>1,000 Fresno County employers participated in the survey which shows approximately 2,461 current vacant positions in high-wage, high-growth jobs. The data underscores the importance of workforce development as perhaps the single most important economic development strategy for the Fresno Region. In July 2007, an inventory of all available training in the area was matched against employer requirements. A gap analysis also was conducted to determine additional training capacity needs. Fresno County WIB met with staff from State Center Community College District (SCCCD) and West Hills Community College District (WHCCD) to determine plans to fill high-demand training gap areas. From this 12-month collaborative activity, the three partners worked together to access additional federal and state funding to increase identified critical vocational training in many of the industries studied. Through this process, more than \$3 million in federal funds was captured to increase local training, and \$4.6 million in state chancellor funding was leveraged for vocational training identified. Overall, more than 1,000 new vocational annual training slots were created through these extensive analyses and through focused partner strategic planning process.</p>
INITIATIVE 16	<p>Develop a regional physical infrastructure strategy that provides adequate public facilities and services to the growing industry clusters identified in the RJI.</p>
STATUS:	<p>One integrated infrastructure strategy still does not exist. However, elements of the strategy have been developed and/or are in process.</p>
	<p>Inventory of "ready to go" industrial and commercially zoned properties. The Economic Development Corporation serving Fresno County (EDC) worked with County cities to develop this inventory.</p>
	<p>Assembling project areas. The County of Fresno has initiated an effort to assemble industrial park space; City of Fresno has identified 1,000+ acres in the Southeast Growth Area for industrial park development; Clovis has assembled additional industrial land to add to its R&T park area.</p>
	<p>Fresno County has retained real estate professionals to help identify land for industrial park improvements; the City is looking to use a similar approach. Fresno County also included a new provision in MOUs with cities that streamline the annexation of land for regional commercial and industrial purposes.</p>
	<p>Fresno County has provided over 500 businesses with information on tax benefits available through the Regional Enterprise Zone Program.</p>
INITIATIVE 17	<p>Respond to the needs of the clusters and task forces and investigate the feasibility of establishing a MAN in the Greater Fresno Area.</p>
STATUS:	<p>City of Clovis issued an RFP for Wi-Fi services in the Clovis area, receiving eight responses and three full proposals. They concluded that none of the proposals met their needs.</p>
	<p>City of Clovis hosted first of three symposia focused on "Technopolis"—an innovative technology hub.</p>

	City of Fresno leaders have worked with the City of Clovis to investigate expansion of the network to the Fresno metro area. The City of Fresno began offering free downtown Wi-Fi services in summer 2006.
INITIATIVE 18	Livability Task Force - Develop an annual report card that measures all major quality of life indicators to track progress on the RJI as well as the Region as a whole. Commit to reporting annually on these measures.
STATUS:	New Valley Times. – bi-annual indicator project – last published in February 2006.
	RJI semi-annual and annual meetings and reports provide updates on progress on implementation of the RJI plan.
	TreeTOPS, a comprehensive plan for improving livability in Fresno metro area by increasing trees, open space and parks recently received a \$50,000 grant from Cal FIRE.
	Property-Based Improvement District (P-BID) group has formed a task force which continues to meet. The City of Fresno earmarked \$40,000 in the 2007-08 budget (matching required). A panel will be hired in early 2008 from the International Downtown Association to evaluate Fresno’s downtown and provide input on the P-BID process.
INITIATIVE 19	Directly engage the arts and cultural communities in the execution of the RJI plan.
STATUS:	Fresno Coalition for Art, Science and History and Fresno Arts Council have been active participants in the RJI Implementation Task Force, leading to the formation of the Arts and Culture Cluster.
INITIATIVE 20	Support officials in pursuit of low cost air service.
STATUS:	Frontier, a low-cost air service, was added at Fresno Yosemite International Airport but unfortunately terminated their service after one-and-a-half years. Important to note, direct service to many additional locations is at hand which will greatly enhance the functionality of air travel for the Valley. Jet Express introduced direct service to San Diego and Long Beach. Currently, nine carriers offer Valley passengers 50 daily domestic and international departures from Fresno.
INITIATIVE 21	Establish a regional transportation authority.
STATUS:	Initial investigation has been done by the Council of Fresno County Governments. The regional transportation authority has not yet been established.
INITIATIVE 23	Develop a national reputation for an innovation culture.
STATUS:	Fresno State’s entrepreneurship program in 2005 was ranked in the Top 10 by Entrepreneur Magazine helping to contribute to this goal. The Lyles Center for Innovation and Entrepreneurship has developed an exceptional national reputation.

INITIATIVE 24	Develop a national reputation for high growth startup businesses.
STATUS:	<p>The Fresno market does not yet rank nationally for its success in startup businesses. However, several important infrastructure elements have been added to the entrepreneurship economy in Fresno: Lyles Center for Innovation and Entrepreneurship, Pacific Community Ventures, Central Valley Fund, Bulldog Fund, Central Valley Business Incubator and Water Energy Technology Incubator. There is an increased focus of resources on entrepreneurship development and innovation as a means to economic vitality.</p> <p>Technology commercialization program developed at the Lyles Center for Innovation and Entrepreneurship.</p> <p>Pacific Community Ventures hosted several forums to help cluster companies develop strategies for growth and future planning.</p> <p>\$250,000 Business Plan Competition launched; partial funds have been raised.</p>
INITIATIVE 25	Retain and attract 20-29 year old "knowledge workers."
STATUS:	<p>Creative Fresno in association with the RJI and Lyles Center has developed a Boomerang Strategy. The goal of the project is to match potential boomerangs with high-level job vacancies. At the core is a jobs-matchmaking database that will be populated with positions that require four years of education or higher. The Web site also will include quality-of-life content and profiles of boomerangs and allow for potential boomerangs to register for jobs. A marketing campaign is being developed to drive potential boomerangs and their parents to register.</p> <p>Target audience includes knowledge-worker boomerangs, parents (influencers), Fresno State alumni (age 28-42), area high school alumni (age 28-42), and California online job seekers</p> <p>The hardest jobs to fill in our region are those that require higher education. Boomerangs bring back diverse experiences, and family ties make it easier to recruit former residents to return because of family support. Boomerangs also are easier to find and are more likely to have compassion for and understanding of the area. This project targets those in transition: career advancement, looking to "settle down," and young families. An additional benefit of attracting our best and brightest sons and daughters to return is that often they bring back their spouse or significant other.</p> <p>The project is currently in development and is in need of funding.</p>
INITIATIVE 26	Develop collaborative methods for the formulation and implementation of change.
STATUS:	<p>Difficult to quantify implementation of this recommendation. Most business, civic and elected leaders report, however, an increased spirit of collaboration and willingness to work together to address complex issues.</p>

INITIATIVE 27	Develop a national reputation for dedication to customer service aimed at retaining and attracting employers.
STATUS:	City of Fresno and County of Fresno have both undertaken initiatives to re-organize and improve customer service for business expansion and retention. More work needs to be done to streamline processes within and across jurisdictional lines.
INITIATIVE 28	Develop and execute a comprehensive communications plan specifically for the RJI.
STATUS:	Ongoing. Monthly newsletters, Web site, media relations, and speaker's bureau.
INITIATIVE 29	Clearinghouse for industry specific information tools to facilitate intra- and inter-industry communication.
STATUS:	The RJI Web site and the related cluster Web sites are the main vehicles for facilitating intra- and inter-industry communication.
INITIATIVE 30	Develop and promote a Web-based community portal that better connects area nonprofits, civic, arts and cultural organizations to the region's residents.
STATUS:	This project has not advanced as envisioned but is on the 2008 agenda of the newly created Arts and Culture Cluster. Web sites and list serves such as Fresno Famous, Mind-Hub and the Fresno Bee fill part of that function.
INITIATIVE 31	Support the EDC serving Fresno County in developing an industry recruitment campaign for each industry cluster.
STATUS:	The clusters best positioned for business recruitment efforts are call centers, distribution, manufacturing and renewable energy. EDC has seen a number of leads in these industries and routinely involves cluster leaders to help recruit firms to the area. Specific recruitment strategies vary from cluster to cluster. The relative lack of certified industrial sites hinders some of these attraction initiatives.
INITIATIVE 32	As the RJI and other social and economic indicators are improved in the Fresno Region, conduct a focused public relations campaign targeting external audiences.
STATUS:	City of Fresno commissioned a public relations campaign in 2006 resulting in the February 2006 publication of the second edition of the New Valley Times. The RJI also has partnered with KJWL Radio in Fresno on an annual campaign built around public service announcements featuring the work of the RJI and its clusters. Other positive press on the efforts being made to transform our region has been generated through the California Partnership for the San Joaquin Valley and the state and national networks of regions.

INITIATIVE 33	Develop a regional strategy for funding economic development.
STATUS:	The California Partnership for the San Joaquin Valley awarded a seed grant to help implement this strategy at the level of the eight-County San Joaquin Valley. The strategy is under development and will be completed in 2008.
INITIATIVE 34	Help promote the establishment of an industrial development capital fund.
STATUS:	Some progress is being made; fund is not developing as envisioned.
INITIATIVE 35	Federal unemployment demonstration project.
STATUS:	Presidential executive order has twice been reauthorized by President Bush. Congressional Research Service report was published providing much needed data on the condition of the San Joaquin Valley, including the mismatch of federal resources reaching the Valley.
INITIATIVE 36	Priority consideration by the Federal government for areas with chronic double-digit unemployment.
STATUS:	We have not pursued a specific designation from the Federal government; but civic leaders throughout the Valley use the data cited in the Congressional Research Service report to make the case for investments in the region. An additional approach along these lines is advocated by the California Partnership for the San Joaquin Valley, especially as a strategy to help fund efforts to clean the Valley's air basin.
INITIATIVE 37 & 38	Sacramento recognition of Federal unemployment demonstration project; Priority consideration by the state government for areas with chronic double-digit unemployment.
STATUS:	The formation of the California Partnership for the San Joaquin Valley was a response to these two initiatives.
INITIATIVE 39 & 40	Establish the RJI Council whose function will be to set implementation policy and ensure that the plan is a living document; Establish the RJI Implementation Task Force whose function will be to monitor the implementation of the RJI plan and provide quarterly updates to the RJI council.
STATUS:	The RJI Implementation Task Force and Leadership Council meet every other month to accomplish this objective.

Additional Initiatives

The RJI stakeholders are committed to a "loose leaf" approach to implementing the 5-year plan, which means that as additional, synergistic opportunities arise, we attempt to pursue them as well. The following efforts have been birthed out of the initial RJI work plan.

Food Processing Cluster

Developed recommendations to handle process water issues with the City of Fresno.

Working on the Institute for Food and Nutrition Innovation (IFNI) at Fresno State, potentially co-housing the Advanced Manufacturing Center within IFNI. IFNI will serve both the needs of the food processing industry and the nutrition education of the general public. It will bring together the expertise of faculty and staff from several colleges at the university as well as partners in extension and other government agencies. Faculty from the colleges of Agricultural Sciences and Technology, Engineering, and Math and Science will partner to serve the research and development needs in the food processing, safety, engineering, and packaging. New product development will be supported in a pilot plant that provides the capabilities to test new products on an experimental scale and solve scale-up problems and barriers to bringing new products into production.

Working on workforce development projects with Manufacturing and Water Technology clusters.

The cluster featured senior vice president of Costco in April 2007 and will coordinate a buyer's symposium with Costco in 2008.

Clean Energy

Working with several specific renewable firms that want to launch and/or expand operations in the Fresno Region.

Created the San Joaquin Valley Clean Energy Organization.

Energy and Clean Air Exposition was held in June 2007. The 12th annual American Solar Energy Society's National Solar Tour in Fresno was held in September. A Clean Energy and Fuels conference was held in December.

Plans announced in 2007 for CalRENEW-1, the largest solar energy facility in California to be completed near Mendota in 2009.

The San Joaquin Valley was selected to be a demonstration site for the 25x'25 Initiative, a group committed to use of 25% renewable energy by the year 2025.

Software Cluster

Preparing to launch Web site www.centralvalleysoftware.org

May 2007, first internship program developed and successful; to take place annually.

Providing resources and information to other startup software firms.

Offering monthly learning circles to the Central Valley Software Partnership

Government / Public Sector Cluster

The goal of the newly formed Public Sector Cluster is to have a community in which all public sector jobs are filled with exceptional employees. We believe that public sector employees "Do the jobs that keep the community running and shape the future."

<p>Currently, there are 800 hard-to-fill open positions among Fresno’s most prominent public sector organizations: Fresno Unified School District, Fresno County Office of Education, City of Fresno, and County of Fresno. For the period of a year, these four public sector organizations need to fill 2,300 jobs. The numbers increase as we expand out to other area public sector organizations.</p>
<p>The Public Sector Cluster is collaborating to make public sector jobs easier to find; enhance the perception of our area to attract public sector workers from other areas; and communicate the positive aspects of working in the public sector to attract workers from the private sector.</p>
<p>The project revolves around a Web site that searches all of the public sector partner sites for available jobs. Additional content will include profiles of public sector employees to demonstrate the job satisfaction and information about the vibrancy of the area. A singular Web site will make marketing more efficient and effective. Marketing materials and public relations activities will drive potential candidates to the Web site.</p>
<p>The proposed outcomes are better candidates (quality), richer pool of candidates (quantity), raising esteem of public sector employment, and making better use of public funds by leveraging resources.</p>
<p>Additional collaboration opportunities include collaborative training, shared information systems and resources, and shared best practices.</p>
<p>Human Investment Initiative</p>
<p>Working on a comprehensive approach to addressing the root causes and results of concentrated poverty and, where useful, lend the apparatus of the RJI to solutions.</p>
<p>K-12 Education</p>
<p>Beginning stages of working with K-12 to support career technical education initiatives which align with RJI clusters. School districts in Fresno County have been pursuing Career Technical Education program grant funds that will allow them to provide students access to new and exciting Career Technical Education programs. In addition, through the California Partnership for the San Joaquin Valley’s K-12 Work Group, eight County Superintendents of Education are working together to ensure equal access to educational opportunities and resources that will improve academic performance for all children in the San Joaquin Valley.</p>
<p>Arts and Culture</p>
<p>Fresno Coalition for Arts, Science & History (FCASH) has focused on “A thriving art and cultural community where its citizens are fully engaged.” FCASH represents nearly 100 coalition members. In 2007, the Fresno Bee began producing a pull-out entertainment piece. FCASH held the first conference with 250 daytime participants and 700 evening performance attendees, to be held annually. FCASH continues to meet monthly and has launched an economic impact study as a base for advocacy. Fresno County, City of Fresno and City of Clovis proclaimed October Cultural Arts Month.</p>

The Job Growth Numbers

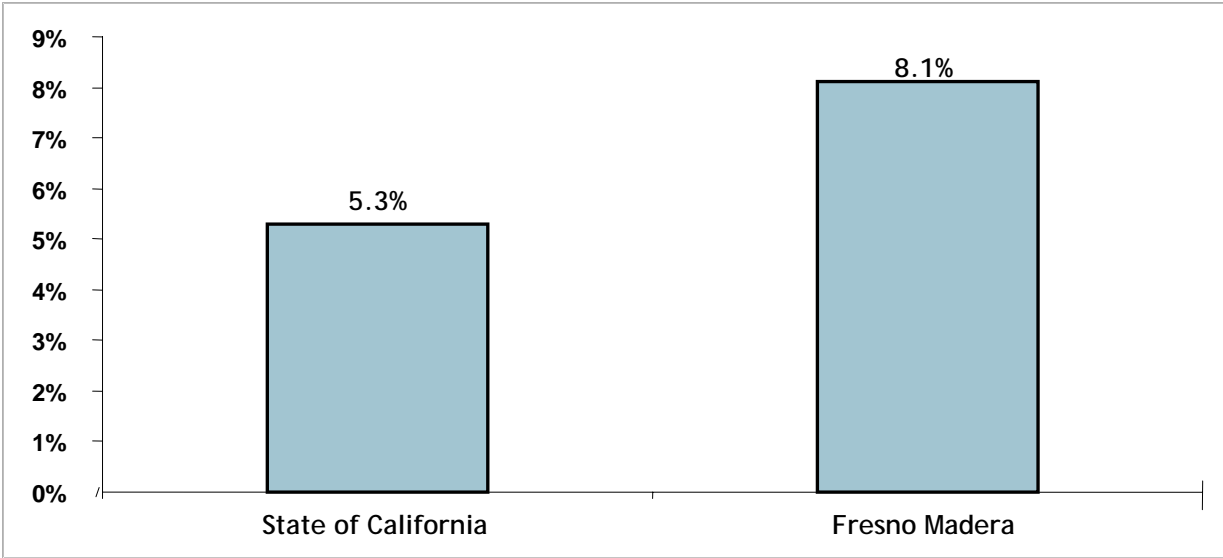
The tables and comments that follow provide an update on the job growth information from 2003 (the baseline year for the RJI) through 2007. The data source for all tables is the State of California Employment Development Department for the Fresno and Madera Metropolitan Statistical Areas. The tables track data only for the original seven RJI industry clusters (Water Technology is included within Durable Goods Manufacturing).

One measure of the effectiveness of the RJI collaborative is how the area performs during national economic down-cycles. By that measure, the area acquitted itself well during a difficult year in 2007. While the construction industry lost 2500 jobs, other RJI industry clusters added 1,600 jobs. Other industry clusters showed a net gain of 2,200 jobs and government added 1,400 jobs. Preliminary farm employment numbers show a surprising 2,700 job gain. The net total was a gain of 5,400 jobs in the Fresno and Madera MSA's.

As shown in the chart below, non-farm job growth in the Fresno-Madera area has significantly outperformed the State of California. While the latter grew 5.3%, the Fresno Madera area grew by 8.1%.

FRESNO-MADERA NON-FARM JOB GROWTH 2003 TO 2007

Fresno Madera percentage growth rate 52% higher than State of California Average.



It is noteworthy that this growth has occurred despite the fact that the area continues to show a significant gap in workforce skills needed to fill available jobs. Our problem is not so much about availability of employment as it is about having people with the requisite skills to fill the jobs that are available. A survey conducted by the Fresno Workforce Investment Board showed over 2,500 unfilled jobs in Fresno County in 2007 because employers could not find workers with the requisite skills.

The 2007 figures shown below are preliminary and are likely to be adjusted by the end of April 2008. At first glance, both the civilian labor force and the civilian employment numbers appear to be high relative to the historical pattern. These preliminary numbers show the region unemployment increasing to 8.5 %, still well below the 11.5% rate during the baseline year of the RJI.

TOTAL EMPLOYMENT RATES FOR FRESNO-MADERA COUNTIES

Civilian Labor Force Employment					
Fresno and Madera MSAs					
Comparative Report - 2003 to 2007 (Preliminary)					
	2003 Average	2004 Average	2005 Average	2006 Average	2007
<u>Fresno MSA</u>					
Civilian Labor Force	408,100	409,500	410,600	403,017	428,000
Civilian Employment	360,300	367,000	373,800	370,250	391,200
Civilian Unemployment	47,800	42,500	36,800	2,758	36,800
Civilian Unemployment Rate	11.7%	10.4%	9.0%	8.1%	8.6%
<u>Madera MSA</u>					
Civilian Labor Force	59,600	63,200	62,700	62,250	64,400
Civilian Employment	53,500	57,600	57,900	57,992	59,500
Civilian Unemployment	6,100	5,600	4,800	4,258	4,900
Civilian Unemployment Rate	10.2%	8.9%	7.7%	6.8%	7.6%
<u>Combined Fresno & Madera MSAs</u>					
Civilian Labor Force	467,700	472,700	473,300	465,267	492,400
Civilian Employment	413,800	424,600	431,700	428,242	450,700
Civilian Unemployment	53,900	48,100	41,600	37,016	41,700
Civilian Unemployment	11.5%	10.2%	8.8%	8.0%	8.5%

All industry clusters have shown significant growth since 2003. Despite a loss of 2,500 construction jobs in 2007, the industry still shows a net gain of 3,200 jobs since 2003. The tourism industry, considered from the outset as the “low-hanging fruit” for job creation in the region, has shown remarkable growth. All other industry clusters show a positive growth trend, with health care significantly under-achieving its potential because of the lack of qualified candidates for the many available jobs.

EMPLOYMENT BY INDUSTRY - FRESNO & MADERA COUNTIES

Civilian Labor Force Employment					
Fresno and Madera MSAs					
Comparative Report - 2003 to 2007 (Preliminary)					
	Fresno Absolute Change 2003 - 2007	Madera Absolute Change 2003 - 2007	Total Absolute Change 2003 - 2007	Target Change by 2008	% of Target Achieved Through 2007
"Original" RJL Industry Clusters ⁽¹⁾					
Construction ⁽²⁾	3,100	100	3,200	5,900	54.2%
Durable Goods Manufacturing ⁽³⁾	800	100	900	2,200	40.9%
Tourism ⁽⁴⁾	6,800	300	7,100	1,900	373.7%
Information Processing ⁽⁵⁾	1,900	200	2,100	6,100	31.8%
Health Care	2,800	200	3,000	11,000	27.3%
Logistics & Distribution ⁽⁶⁾	600	200	800	2,200	36.4%
Total RJL Clusters	16,000	1,100	17,100	29,300	58.4%
Total "Other Industry Clusters"⁽⁷⁾					
Government - All	1,100	1,700	2,800	-	-
Farm	3,500	1,300	4,800	-	-
Grand Total	25,800	4,900	30,700	-	-

(1) Does not include Food Processing, "Innovative Energy" or Software

(2) Attributes all "Natural Resources, Mining and Construction" growth to Construction for Madera County

(3) Includes Advanced Manufacturing and Water Technology

(4) Includes all Food Service establishments for Madera County

(5) Includes half of "Professional and Business Services" category for Madera County

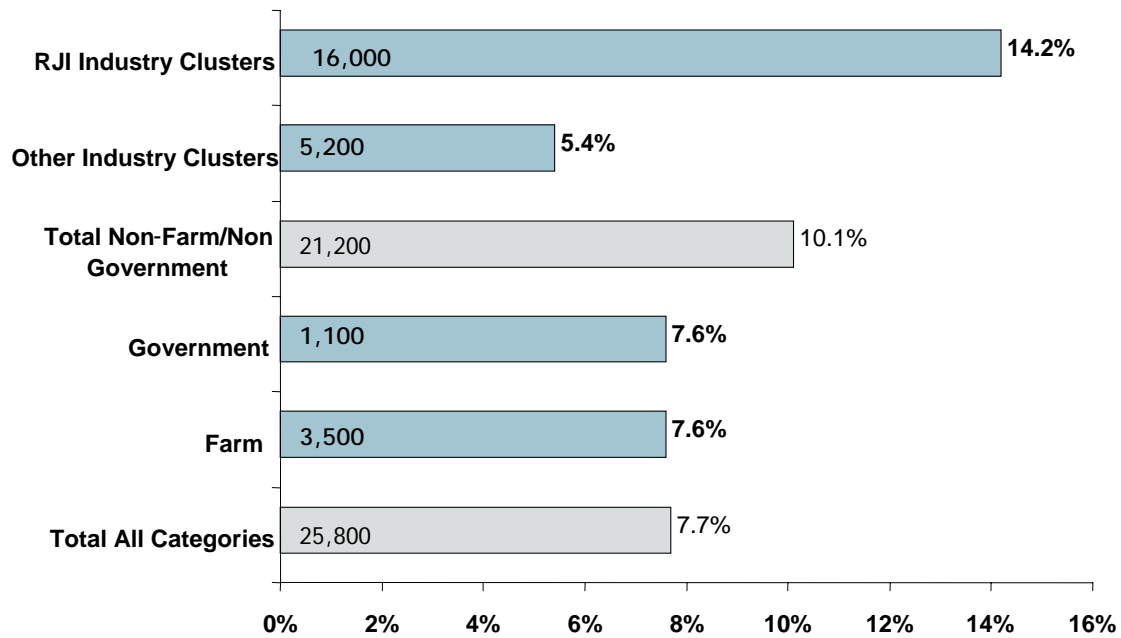
(6) Includes all of "Transportation, Warehousing and Utilities" category for Madera County (Fresno County does not include "Utilities" category)

(7) Includes Food Processing, Wholesale/Retail Trade, Utilities, Financial Activities, Professional/Management Services, Non-Government Education Services, Social Assistance and "Other"

The preceding data is visually summarized for Fresno County in the chart below. Job growth in the RJI industry clusters has significantly outperformed all other sectors of the economy and accounted for 75% of all non-farm/non-government job growth in Fresno County since 2003.

FRESNO COUNTY PERCENTAGE JOB GROWTH 2003 TO 2007

75% of all non-Farm/Non-Government Job growth was from RJI Clusters.*



Cluster Goals

Each cluster and the individuals that have contributed to the collaboration and momentum that has swept through our community are instrumental in the success of the RJJ. Looking toward 2008, each cluster leader has provided an overview of the goals for their respective cluster, which have been broken down into priority projects and programs, public policy issues and, industry forums.

Advanced Logistics & Distribution		Doug Hensler, Co-Chair and Steve Geil, Co-Chair	Milestone Dates
Priority Projects & Programs	Continue working with CSUF Marketing and Logistics Department to promote new program, serving as a business focus group for the staff. Curriculum will reflect the current and future needs of the industry.		Ongoing
	Engage the Logistics & Distribution businesses on a one-to-one basis with CEO, owner, or highest ranking officer via the EDC BEAR Action Network to identify and meet specific business service needs and acquire valuable industry information that will assist Economic Development teams to market Fresno County more effectively		Quarterly/Ongoing
	Establishment of Core Leadership Team		Q3 2008
	Communicate and reach out to key industry stakeholders to be involved in cluster activities.		Q4 2008
Industry Forums	Convene three cluster meetings per year at various industry locations, and promote industry best practices by inviting experts in the field.		Q3 2008
	Organize career /internship fair to connect graduating students with hiring Logistic & Distribution employers at all levels.		Q2 2008
Construction		Doug Reitz, Co-Chair and Ed Dunkel, Co-Chair	Milestone Dates
Priority Projects & Programs	Complete Construction Center of Excellence (COE) at Fresno State		Q4 2008
	Stewards for the construction pipeline, a well communicated career path for all entry levels.		Ongoing
	Support local agencies to facilitate a perception shift, streamline the permitting process, and adopt best practices in planning, land use & development.		Ongoing
	Department Chair of COE to assume responsibility for the Construction Cluster outreach and resources necessary to establish the COE as a one-stop-shop for the construction industry.		Quarterly
	Support the expansion and development of “built environment” curriculum for 7th grade through University.		Requirements Q3 2009
Public Policy Issues	Participate in regional land use planning initiatives (Metro-Rural Loop and Blueprint Planning Process).		Ongoing
	Provide advocacy for fair share allocation of infrastructure bond funding and contract regions.		Q2 2008
Industry Forums	Convene one construction industry forum per year to discuss regional industry outlook.		Q3 2008

Clean Energy		Mark Stout, Chair	Milestone Dates
Priority Projects & Programs	Launch the SJ Valley Clean Energy Organization office		Q4 2008
	Develop Web site/case studies/best practices		Q1 2008
	Develop logo		Q1 2008
	Develop administrative systems/approaches/procedures – concerning financial matters, staffing and personnel, and procurement, includes decisions about Perm. Director other staff		Ongoing
	Determine permanent location		Ongoing
	Develop capacity to track, assess and support legislation and regulatory opportunities		Ongoing
	Carry out work w Communities (initial: Visalia MOU, Arvin)		Q4 2008
	Carry out work with the Ag Sector		Conference Q4 2008
	Begin Regional Planning		Q4 2008
	National 25 x '25 campaign MOU		Ongoing
Public Policy Issues	Pursue opportunities under Federal Community Block Grants and EE/RE Workforce Training in 2007 Energy Act.		Ongoing
	Pursue renewal of sun setting Federal renewable energy and energy efficiency tax credits.		Q4 2008
Industry Forums	Convene one energy industry forum per year to discuss regional industry outlook.		Q3 2008
Arts and Culture		Cynthia Cooper, Chair	Milestone Dates
Priority Projects & Programs	Cultural Arts Public Awareness Campaign		Q3 2008
	Fresno County Cultural Arts Economic Impact Study (EIS)		Q3 2008
	Promote the cultural sector: expand reach of monthly e-newsletter, launch centralized event calendar, deliver public presentations, robust outreach to media, launch half-price ticket campaign, list sharing, central ticketing and, launch universal pass.		Ongoing
	Advocate for cultural sector: conduct candidate's forums, integrate arts and culture into current economic development planning and, develop robust outreach to elected officials.		Ongoing
Public Policy Issues	Support arts and culture as integral to economic development		Ongoing
	Increase philanthropic giving in the San Joaquin Valley		Ongoing
	Increase public support of arts and culture		Ongoing
	Support and expand public art throughout the region		Ongoing
Industry Forums	Annual Cultural Arts Conference		Q3 2008
	Cultural arts exchange, 2nd Tuesday		Monthly
	Cultural Arts Roundtables		Monthly
Food		Bill Smittcamp, Chair	Milestone Dates
Priority	Support plans for the Institute for Food and Nutrition (IFNI) at Fresno State. Additionally, provide support for aligned efforts of AMC.		Ongoing

Projects & Programs	Workforce Committee -- Convene HR Managers from Water, Food and Manufacturing clusters to identify high-demand occupations and link them to local training programs, providing professional development opportunities for incumbent workers and promoting careers in high-demand occupations to high school students through the Careers in Manufacturing Technology Program.	Quarterly/Ongoing
	Host Costco Food Symposium and encourage involvement from SJV Food Processors.	Q2 2008
	Establishment of Core Leadership Team	Q3 2008
	Communicate and reach out to key industry stakeholders to be involved in cluster activities.	Ongoing
Industry Forums	Convene two cluster meetings per year at various industry locations, and promote industry best practices by inviting experts in the field.	Q4 2008
	Convene joint meeting with Water, Food and Manufacturing clusters at Careers in Manufacturing Technology Career Expo	Q1 2008
Health Care		Milestone Dates
	Lynne Ashbeck, Chair	
Priority Projects & Programs	Support work of San Joaquin Valley Nursing Education Consortium; identify and secure funding beyond December 2008	Q1 - 4 2008
	Explore alternatives to traditional healthcare education models (e.g. nursing schools aligned with hospitals, private pharmacy schools, etc)	Ongoing
	Support advancement of the UC Merced Medical School	Q2 - 4 2008
	Identify additional industry sub-segments within this cluster (e.g. hospitals, clinics, private physician practices, healthcare related services and industries (staffing, laundry, medical equipment manufacturing, etc?) and explore opportunities in each.	Q3 2008
	Convene healthcare workforce task force (members to include hospital HR executives and others) to align all of the various activities occurring in this are	Q3 - Q4 2008
Public Policy Issues	Provide advocacy for workforce/nursing education funds; hospital funding; link with other clusters on shared interests (construction, higher education, etc).	Ongoing
	Align with existing groups (Hospital Council, Central CA Healthcare Recruiters, and Academic Partnership) on priority issues.	Ongoing
Industry Forums	Convene one healthcare forum to discuss regional outlook.	Q4 2008
Information Processing		Milestone Dates
	Cynthia Downing, Chair	
Priority Projects & Programs	Create an interactive Web site that facilitates call center communications, surveys, a documents library, and other useful information.	Q1 2008 Ongoing
	Update the call center industry Employment and Best Practices Survey that was produced in 2004 by the EDC.	Q2 2008
	Revisit the concept of van pools for call center employees	Q3 2008
	Determine if the City has capability to provide route planning, calculated based on employee homes to call centers.	
	Once route planning and assessment issues addressed, begin surveying call center employees.	
	Using the data showing where call center employees live and work, routes will be planned	

	Establish a customer service certification training program.	Q1 2008, Ongoing
	Develop curriculum to offer through CSUF.	Q2 2008
	Coordinate with an educational institution or job training facility that will offer an 8-week customer service certification program, teachers and curriculum to be provided.	Q3 2008
	Develop plan for promoting enrollment.	Ongoing
Industry Forums	Hold call center cluster meetings once a year	Q3 2008
Manufacturing		Ray Dunn, Chair
		Milestone Dates
Priority Projects & Programs	Identify members of core leadership group and begin regular meetings.	Q2 2008
	Partner with Fresno State's College of Engineering and Agriculture on the Advanced Manufacturing Center Implementation Plan.	Q3 2008
	Ongoing Supervisors Training and maintain the Workforce Committee	Ongoing
	Promote the Central California Manufacturing Partnership (CCMP) and the local manufacturing industry through the Web site www.centralcalmfg.org	Ongoing
	Communicate and reach out to key industry stakeholders to be involved in CCMP.	Ongoing
Industry Forums	Convene a minimum of one cluster meeting per year at various industry locations, and promote industry best practices by inviting experts in the field.	Q4 2008
	Convene a joint meeting with Water, Food and Manufacturing clusters at the Careers in Manufacturing Technology Career Expo	Q1 2008
Public		Kim Mecum, Chair
		Milestone Dates
Priority Projects & Programs	Form a small leadership team	Q1 2008
	Recruitment & marketing to increase the number of exceptional candidates and overcome negative perceptions of working for public sector organizations.	Q2 2008
	Recruitment & retention: Job recruitment and marketing program has been defined. Need to develop elevator document and secure funding and buy-in.	Q4 2008
	Job Readiness: Collaborate with HII, FUSD Adult School and other organizations to provide pathways to entry-level jobs.	Q4 2008
	Professional Growth: Need to determine career ladders and collaborative training opportunities	Q4 2008
Software		Ian Duffield, Chair
		Milestone Dates
Priority Projects & Programs	Launch www.centralvalleysoftware.org .	Q2 2008
	Market the Central Valley for software job opportunities	Q2 2008
	Create partnerships with higher education and workforce development to better prepare candidates for jobs.	Q4 2008
	Develop pathways for students and educate schools about software opportunities.	Q4 2008
	Address lack of trained software technicians with experience, explore a boomerang strategy.	Q4 2008

	Develop strategy to increase enrollment at Fresno State's Computer Science Department and develop a robust internship program.		Q4 2008
Industry Forums	Convene monthly workshops geared towards software companies on software specific topics as well as business issues such as HR, tax law, etc		Monthly
Tourism		Laura Whitehouse, Chair	Milestone Dates
Priority Projects & Programs	Obtain approval of and consensus for new CVB strategic plan that emphasizes marketing of tourism and conventions equally.		Q1 2008
	Develop an online database and "inventory" of tourism stakeholders.		Q2 2008
	Conduct visitor surveys to serve as the basis for developing tourism marketing campaigns.		Q3 2008
	Obtain additional funding from the City of Fresno and Fresno County for tourism marketing campaigns		Q1 & Q2 2008
	Encourage collaboration among tourism stakeholders to maximize the returns on everyone's tourism efforts.		Ongoing
Public Policy Issues	Obtain Madera County's support for YARTS.		Ongoing
	Additional CVB funding from the City of Fresno and Fresno County.		Q1 & Q2 2008
Industry Forums	Convene one tourism summit per year to discuss successes, strategies, and the regional industry outlook.		Q3 2008
Water		Claude Laval, Chair	Milestone Dates
Priority Projects & Programs	Complete installation and commissioning of WET lab		Q2 2008
	Complete and present the marketing plan for the WET lab		Q2 2008
	Participate in U.S. Tradeshows to promote the industry		
	Summer intern program		Annual
	CIMT annual Career Expo		Annual
	Supervisor Training		Ongoing
	Provide outbound trade mission assistance to Water Cluster participants		Ongoing
Public Policy Issues	San Joaquin Regional Water Plan (SJRWP) Draft		Q3 2008
	Roll out the SJRWP final		Q2 2008
Industry Forums	International Water Technology Conference at Fresno State		Q2 2008
	Quarterly Water Cluster meetings with new technology presentations		Ongoing