

**Testimony of Mike Dozier,
Director, Office of Community and Economic Development
California State University, Fresno
House Committee on Agriculture
Subcommittee on Rural Development, Research Biotechnology,
and Foreign Agriculture
February 15, 2011**

Mr. Chairman and members of the Subcommittee,

Thank you for the opportunity to address you on this matter. My name is Mike Dozier. I was born and raised in the rural Pennsylvania community of Lock Haven. After five years in the Air Force and completion of college, I began my professional career by working in two rural communities in the San Joaquin Valley - Livingston and Atwater. I am now the Director of the Office of Community and Economic Development at California State University, Fresno, a Hispanic Serving Institution with Hispanic enrollment of 36%. In my capacity as Director, I am also the Lead Executive of the California Partnership for the San Joaquin Valley (Partnership) and the Fresno State Connect-Rural Development Center (RDC). The Partnership is a public- private regional collaboration that covers 8 counties, 27,515 square miles, in the largest and most productive agriculture region in the United States. The RDC is a resource center for rural communities that include 17 on-campus and off-campus partners with a broad range of expertise in economic development, housing, community infrastructure, land use planning, and finance. More detailed information on both initiatives is attached for your review.

The USDA definition of "Rural" impacts the eligibility of communities and individuals to receive financial assistance. Rural Development has several different definitions for its programs. These definitions are not standardized and are often confusing. Different programs and services at the state and national level define rural area,

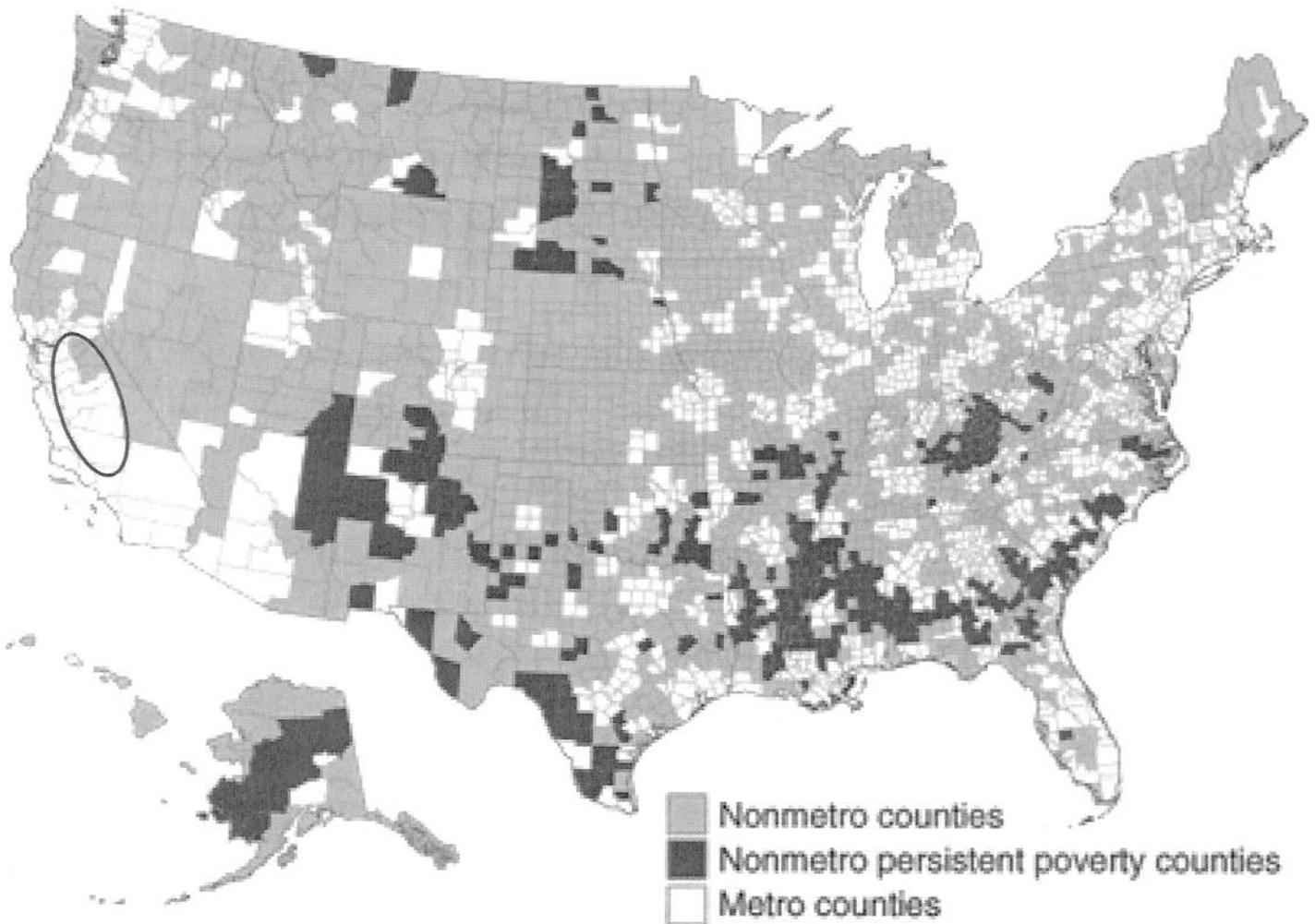
Testimony of Mike Dozier to the U.S. House of Representatives Committee on Agriculture, February 15, 2011

rural community, and rural city and/or county in a variety of ways. Some programs use definitions such as "communities under 50,000 that are rural in nature," "areas of less than 2,500 not in census places," or "non-metro county." Further evidence of issues with current USDA definitions can be found in the definition of "Metropolitan" counties. The vast majority of California is considered to be metropolitan – including the entire 8 county San Joaquin Valley! (See map below)

Approximately 80% of California's total land mass is rural and agriculture remains a major economic driver and employer for much of that area. California's 2007 farm gate of \$36.6 billion far outpaces #2 Texas at \$19.1 billion and accounts for approximately 13% of US agricultural cash receipts. In 2007 California exported \$10.9 billion in agricultural products. Nine out of ten of the nation's top producing agricultural counties are in California. Fresno County alone has farm receipts greater than 29 individual U.S. states: \$5.345 Billion in 2007. Despite this, accessing USDA programs in California has long been difficult for our rural communities due to definition of rural and the limited number of USDA offices and staff.

The San Joaquin Valley, the largest agricultural region in the United States by size and by production, does not have one single non-metro County.

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Source: Map prepared by ERS from U.S. Census Bureau data.

If you consider the definition that determines rural as “communities under 50,000 that are rural in nature,” the following is true of the San Joaquin Valley:

- 16 urban cities in SJV (50k or more)
- 46 cities considered “non-urban” (under 50k)
- 445 unincorporated communities
- 122 census designated places (CDP) in SJV
- 55% of SJV population lives in 16 urban cities that have populations of 50k+
- 45% of SJV population lives in communities with populations of 50k and below

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- 36.4% of SJV population lives in communities with populations of 20k and below
- 27% of SJV population lives in rural unincorporated communities

In 2005, the Congressional Research Service released a report on California's San Joaquin Valley which recognized that "by a wide range of indicators, the SJV is one of the most economically depressed regions of the United States" (CRS Report RL33184). By a wide range of indicators, the San Joaquin Valley continues to face challenges at magnitudes that are simply not experienced elsewhere. Average per capita incomes in the San Joaquin Valley are 32% lower than the statewide average, college attendance is consistently half the statewide average, access to healthcare is 31% lower and incidences of violent crime are 24% higher in the San Joaquin Valley than the statewide average.

The CRS report confirmed what we in the region had long since suspected: every county in the San Joaquin Valley has historically received fewer federal funds than the national per capita average or for California. More recently, the U.S. Census Bureau's Consolidated Federal Funds Report shows that per capita funding for the eight-county San Joaquin Valley in 2009 was 42% below the U.S. average and 35% below the California state average. **So how is it that the richest agricultural area in the United States, with the highest levels of poverty, gets less than the State of California or the nation in per capita federal funding?**

Arguably, the deficit in federal investment has been the development of funding formulas, and even more directly associated with the topic of today's hearing, the definition of "rural" used in program eligibility criteria. The fundamental problem for the San Joaquin Valley is that we are a rural region – home to 5 of the 10 most agriculturally productive counties in the United States – however we often find ourselves ineligible to compete for USDA dollars as a result of some of the current

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definitions of rural used by USDA. Quite frankly, without a definition of rural that fits the needs and realities of “rural California,” USDA program dollars will not be serving the most underserved and rural regions of the nation. Additionally, the funds will not be effectively delivering programs and services to the populations they were designed to assist.

Thank you for your time and consideration.

Committee on Agriculture U.S. House of Representatives
Information Required From Nongovernmental Witnesses

House rules require nongovernmental witnesses to provide their resume or biographical sketch prior to testifying. If you do not have a resume or biographical sketch available, please complete this form.

1. Name: Mike Dozier

2. Organization you represent: Office of Community and Economic Development (OCED) at California State University, Fresno

3. Please list any occupational, employment, or work-related experience you have which add to your qualification to provide testimony before the Committee: In addition to Director, OCED; Lead Executive for the California Partnership for the San Joaquin Valley; Director, Fresno State Connect – Rural Development Center

4. Please list any special training, education, or professional experience you have which add to your qualifications to provide testimony before the Committee: Have worked in Community and Economic Development for 27 years

5. If you are appearing on behalf of an organization, please list the capacity in which you are representing that organization, including any offices or elected positions you hold: California State University, Fresno and California Partnership for the San Joaquin Valley

PLEASE ATTACH THIS FORM OR YOUR BIOGRAPHY TO EACH COPY OF
TESTIMONY.

Committee on Agriculture
U.S. House of Representatives
Required Witness Disclosure Form

House Rules* require nongovernmental witnesses to disclose the amount and source of Federal grants received since October 1, 2008.

Name: Mike Dozier

Organization you represent (if any): Office of Community and Economic Development at California State University, Fresno

1. Please list any federal grants or contracts (including subgrants and subcontracts) you have received since October 1, 2008, as well as the source and the amount of each grant or contract. House Rules do NOT require disclosure of federal payments to individuals, such as Social Security or Medicare benefits, farm program payments, or assistance to agricultural producers:

Source: _____ Amount: _____

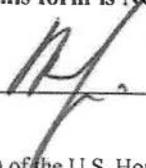
Source: _____ Amount: _____

2. If you are appearing on behalf of an organization, please list any federal grants or contracts (including subgrants and subcontracts) the organization has received since October 1, 2008, as well as the source and the amount of each grant or contract:

Source: EDA Amount: \$150,000

Source: Housing & U&rban Development Amount: \$4 million

Please check here if this form is NOT applicable to you: _____

Signature:  _____

* Rule XI, clause 2(g)(4) of the U.S. House of Representatives provides: *Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof. In the case of a witness appearing in a nongovernmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of the amount and source (by agency and program) of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) received during the current fiscal year or either of the two previous fiscal years by the witness or by any entity represented by the witness.*

PLEASE ATTACH DISCLOSURE FORM TO EACH COPY OF TESTIMONY.



FRESNO STATE CONNECT – RURAL DEVELOPMENT CENTER

Connecting Everyone to Opportunity

I. NEED: PROFILE OF A STRESSED REGION

California's San Joaquin Valley (SJV) comprises eight counties—Fresno, Kern, Kings, Madera, Merced, San Joaquin, Stanislaus and Tulare—that account for a growing population of 3,880,304 with 47 percent Hispanic. Within the eight-county region, there are 46 incorporated small rural cities with populations under 50,000. The 731,127 residents in these communities comprise 18 percent of the total population in the Valley.

One-quarter of California's total population live in unincorporated communities. There are 220 low-income unincorporated communities in the eight-county region, which is home to 1,090,468 people, or 27 percent of the SJV's total population.

The SJV remains one of the most stressed regions in the country with 45 percent of its population living in small and rural communities under 50,000.

In a 2010 study, the Associated Press Economic Stress Index (APESI) revealed that seven of the SJV's eight counties were among the top 20 stressed counties in the nation. Index scores were determined using a county's bankruptcy rate, along with the foreclosure and unemployment rates. A county is considered stressed if it receives an index score exceeding 11. All but one SJV county had index scores above 22.

The SJV has been one of the hardest hit regions with the national home foreclosure crisis. The region is home to 4 of the 10 cities in the country with the highest home foreclosure rates. With 1 in 8 homes foreclosed, the North SJV cities of Modesto, Merced and Stockton respectively rank 4, 5 and 7 nationally. The City of Bakersfield in the South SJV ranks 9 nationally with 1 in 9 of its 268,989 housing units in foreclosure.

The SJV also has some of the highest unemployment rates in the country. The unemployment rates as a whole are largely reflective of the even higher rates in small rural communities. According to the California Employment Development Department, as of December 2010 the SJV experienced an unemployment rate of 17.4 percent, 5.1 percent higher than the State unemployment rate of 12.3 percent and 8 percent higher than the national rate of 9.4 percent. Small and rural communities in the SJV fare much worse, with some communities experiencing unemployment rates upward of 40 percent (Mendota, 43 percent). Moreover, the U.S. Department of Labor reported in January 2010 that the San Joaquin Valley accounts for 6 of the 10 metropolitan areas with the worst unemployment rates in the country.

Furthermore, a disparity exists between per capita income in the SJV and California as a whole. In 2009, the U.S. Department of Commerce reported an average per capita income of \$27,885 for the State of California. The average per capita income for SJV was 32 percent lower at \$18,834.

Figure 1. San Joaquin Valley vs. State of California

Indicator	CA	SJV	Year
Unemployment (%)	12.3	17.4	December 2010
Per Capita Income (\$)	27,885	18,834	2009
Median Household Income (\$)	58,925	44,947	2009
Population Living in Poverty (%)	14.2	20	2009

Regarding median household income, the SJV was also at a disadvantage to the rest of the State. The U.S. Census Bureau reported in 2009 that California’s median household income was \$58,925. The SJV’s median household income was 24 percent lower at \$44,947. The SJV also had more of its population living in poverty in 2009. According to the U.S. Census Bureau’s Small Area Income and Poverty Estimates, 20 percent of the SJV’s total population was living in poverty. The comparable statistic for the State was 14.2 percent. With limited resources, this is the grim reality that confronts this region.

Lastly, the SJV has also faced inequitable investment by private industry and Federal and State governments. The regional neglect of investment is highlighted by the U.S. Census Bureau’s Consolidated Federal Funds Report which shows that per capita funding for the eight-county SJV (\$6,038.48) in 2009 was 42 percent below the U.S. average (\$10,395.56) and 35 percent below the California State average (\$9,360.24).

The SJV is confronting circumstances that undermine quality of life in the region. In view of the calamities described above, the dire need for a resource center such as the Fresno State Connect-Rural Development Center (FSC-RDC) is evident.

II. THE VALUE OF FSC-RDC

Rationale

The recent economic downturn, and a lack of investment, has left many small and rural communities with depleted resources to carry out projects that are essential to their infrastructure, economy, and overall quality of life. As it is often the case, the lack of resources and personnel preclude available staff from executing the essential tasks. Therein lays the significance of the FSC-RDC: to provide small and rural communities across the eight-county SJV (targeted communities) a consolidated one-stop clearinghouse for accessing technical assistance and project management services for a variety of community needs. The FSC-RDC will connect these communities to myriad of indispensable expertise and resources to ensure that these predominately impoverished communities’ needs are met efficiently, effectively and affordably.

Origins and Functionality

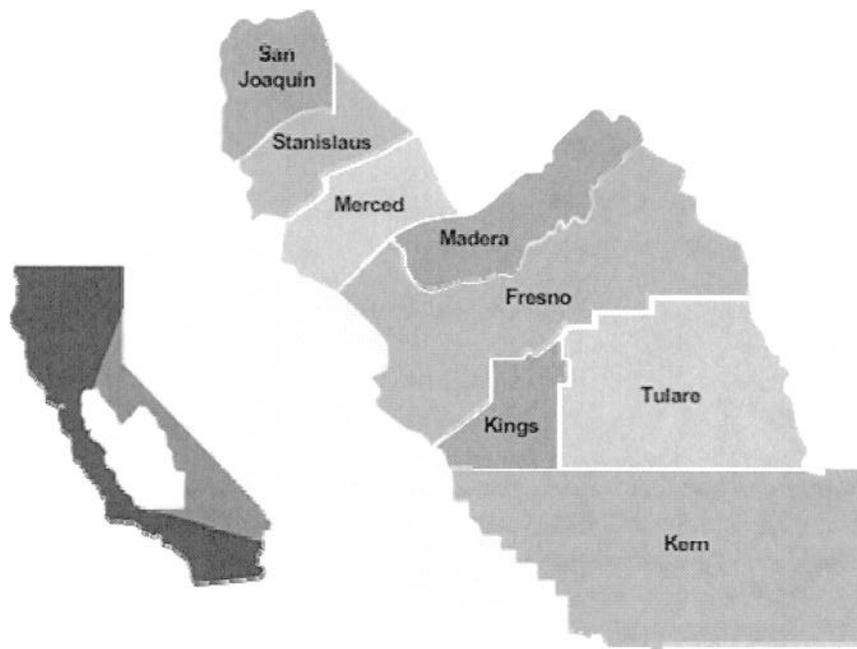
The concept for the FSC-RDC began in April 2010 with the establishment of the Fresno State Connect (FSC) program. The FSC-RDC is aligned with the principal of public service that is a pillar of Fresno

State. The Office of Community and Economic Development (OCED) serves as the administrator for the FSC-RDC. OCED processes service requests from targeted communities and refers them to appropriate on-campus and off-campus partners. After OCED conducts the referral, the target community and RDC partner negotiate terms of service. A record of all RDC activities is kept by OCED using an intranet website. Attachment A provides an illustration of the FSC-RDC's functionality. Attachment B provides descriptions for each of the FSC-RDC committed partners.

Role of the Small Communities Network

The Small Communities Network (SCN) is a consortium of small and unincorporated rural communities throughout the SJV who share resources, information, and expertise to solve each others' community needs. All FSC-RDC partners will collaborate closely with the SCN to both solicit and receive project requests from targeted communities. All FSC-RDC partners will actively promote its services and resources through SCN mediums. Aside from receiving service requests from targeted communities themselves, FSC-RDC partners will also receive referrals from the SCN on behalf of its members. All RDC partners, however, will also take a proactive approach in reaching out to targeted communities to determine, from them, what the nature of their needs are and what terms of service should look like.

Figure 2. Boundary Map of San Joaquin Valley



Note: The FSC-RDC will foster collaboration among eight counties and provide services to targeted communities in an area that is larger than the State of West Virginia (27,515.4 square miles)



FRESNO STATE CONNECT – RURAL DEVELOPMENT CENTER

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Small Rural Cities

There are 46 incorporated small rural cities in the San Joaquin Valley with populations under 50,000. Many of these cities are members of the Small Communities Network. The Fresno State Connect-Rural Development Center will reach out to these cities directly or through the Small Communities Network.

Unincorporated Rural Communities

One-quarter of California's total population lives in unincorporated communities. There are 220 low-income unincorporated communities in the eight county San Joaquin Valley region, which is home to 1,090,468 people, or 27 percent of the San Joaquin Valley's total population. Many of these communities have representation in the Small Communities Network. The Fresno State Connect-Rural Development Center will reach out to these communities directly or through the Small Communities Network.

Rural Special Districts

Special districts deliver highly diverse services including water, closed captioned television, mosquito abatement, and fire protection. Most special districts serve just a single purpose, such as sewage treatment. Others address a multiplicity of needs, as in the case of community service districts, which can offer up to 16 different services. Districts' service areas can range from a single city block to vast areas which cross city and county lines. Many of the San Joaquin Valley's rural special districts are members of the Small Communities Network. The Fresno State Connect-Rural Development Center will reach out to these special districts directly or through the Small Communities Network.

Rural Community Based Organizations

Fresno State Connect-Rural Development services will also be made available to community-based organizations that support rural cities, unincorporated rural communities, and rural special districts. Many of these organizations are active participants of the Small Communities Network. The Fresno State Connect-Rural Development Center will reach out to organizations directly or through the Small Communities Network.

Small Communities Network

Established in the Fall of 2009, the goal of the Small Communities Network (SCN) is to create a unified voice for rural communities in the San Joaquin Valley to pool resources, carry enhanced political clout, engage in regional planning initiatives while maintaining community culture, and develop appropriate community and economic development strategies that will lead to greater equity and quality of life. Members of the network include city staff and elected officials, business owners, workforce development personnel, planners, members of non-profit and community-based organizations and representatives for state and federal elected officials. The SCN is currently staffed by the California Coalition of Rural Housing and the Office of Community and Economic Development at Fresno State. The SCN will serve as a referral mechanism for members to the Fresno State Connect –Rural Development Center.

Fresno State Connect-Rural Development Center

The Fresno State Connect program exists to further Fresno State's role in community engagement. Located within the Office of Community and Economic Development (OCED) at Fresno State, Fresno State Connect will act as a clearing-house of information regarding the University's extensive inventory of knowledge, experts, and resources. The goal is to connect the off-campus community with Fresno State by referring inquiries to appropriate University entities in a more effective and efficient manner. The Rural Development Center is one of the initial programs offered through Fresno State Connect.

CERECC: Center for Economic Research and Education of Central California

The Center for Economic Research and Education of Central California (CERECC) is an ancillary unit of the Department of Economics at Fresno State. The mission of CERECC is to integrate and utilize the expertise of the Department of Economics on a broader regional basis. The goal of CERECC is to enhance economic development in our region through the promotion of quality economic research and economic education. To realize this goal, CERECC provides economic research on issues relevant to the Central Valley and brings this information to local educators and the community.

CMP: Lyles College of Engineering, Construction Management Program

The Construction Management Program (CMP) resides in the Lyles College of Engineering at Fresno State. It is an interdisciplinary program that is committed to educating the future professionals in the construction industry. These professionals, who are known as constructors, will execute architectural designs, apply engineering principles, manage project resources, and represent suppliers and manufacturers in the construction industry. The program places emphasis on the acquisition of both fundamental theoretical knowledge and the application of current practices in the industry. The program strives to provide assistance to the student in the development of personal qualities including human sensitivity, disciplined reasoning, and communications.

CRPC: Community and Regional Planning Center

The Community and Regional Planning Center (CRPC) is located within the College of Social Sciences at Fresno State and is designed to serve as a planning-related knowledge clearinghouse for the San Joaquin Valley. Through its faculty, associates and students, it will develop and deliver technical assistance to communities, addressing issues such as affordable housing, land use planning, zoning, environmental assessment, and energy conservation. It will support planning-related knowledge sharing and innovation through disseminating best land use practices, encouraging peer learning, publishing data analysis and research, and incubating and testing new ideas for sustainable development and resource conservation in the region.

CWI: California Water Institute

The California Water Institute (CWI) is an academic center of excellence for research, education, and policy analysis of issues involving water resources. Faculty, scientists, and technicians of the CWI laboratory collaborate with government agencies, other academic and research institutions, and private industry on a variety of projects by providing expert services in areas of environmental and water analyses. Within CWI is the Center for Disadvantaged Communities Water Assistance, whose purpose is to help small community drinking water and wastewater treatment systems develop the tools necessary to protect the public health and safety of the surrounding environment. It does this through the sharing and direct application of knowledge designed to improve the physical, financial, and organizational components of systems as they strive to increase the availability of safe, sustainable and reliable drinking water and wastewater treatment for all Californians.

HHS: Health and Human Services

The primary mission of the College of Health and Human Services (HHS) at Fresno State is to provide a professionally oriented education at the undergraduate level and provide graduate programs in specialized disciplines that serve the needs of students and the emerging needs of residents and health and human service providers in the San Joaquin Valley. The College's laboratories, centers and institutes, working with faculty in each academic program, address issues of bridging health policy, nursing, social services, children, and obesity as well as other challenges facing all segments of the population across the region. Also included are several off-campus research and training centers which serve as catalysts to bring together the resources of the College and community professionals, agencies and organizations to improve the health and welfare of communities located within the region. The fundamental process linking all programs within the college is professional collaboration based on a common vision and a commitment to service.

Lyles Center-TCP: Lyles Center for Innovation and Entrepreneurship-Technology Commercialization Program

The Technology Commercialization Program (TCP) is managed by the Lyles Center for Innovation and Entrepreneurship at Fresno State. TCP helps entrepreneurs, small and medium businesses; local governments and non-profit agencies achieve commercial success by conducting market research, idea feasibility, idea development, identifying intellectual property, recommending intellectual property protection mechanisms, and assisting in ideas to market commercialization.

OCED: Office of Community and Economic Development

The Office of Community and Economic Development (OCED) is dedicated to aligning Fresno State's intellectual capacity and innovation-driven economic development initiatives to improve the competitiveness and prosperity of the San Joaquin Valley. In supporting economic development innovation, OCED collaborates with regional industry clusters to develop a strategic approach to development, technology transfers, workforce development initiatives, infrastructure needs, and collaborative industry relations. Three direct results of OCED's activities are the California Partnership for the San Joaquin Valley (Partnership), the Regional Jobs Initiative (RJI), and Fresno State Connect. The initiatives are based on the idea that regional economies are made up of a series of related industries, or clusters, that benefit one another. The initiatives continue to convene experts and leaders committed to sustainable community and economic development, environmental stewardship, and human advocacy for the San Joaquin Valley region.

UBC: University Business Center

The University Business Center (UBC) serves as the outreach arm for the Craig School of Business at Fresno State offering professional development programs and state of the art meeting facility. The UBC focuses on providing businesses and professionals with services and resources to foster growth, job creation and economic prosperity. Built in 1987 with donations from private businesses the UBC has an impressive history of serving private enterprises and public organizations in California's Central Valley.

CALED: California Association for Local Economic Development

The California Association for Local Economic Development (CALED) is the premier statewide professional economic development organization dedicated to advancing its members' ability to achieve excellence in delivering economic development services to their communities and business clients. CALED's membership consists of public and private organizations and individuals involved in economic development: the business of creating and retaining jobs.

In the Central Valley, CALED has focused its efforts on technical assistance and has led strategic funding trips with representatives from the US Economic Development Administration, the US Department of Agriculture-Rural Development, and the California Housing & Community Development. These highly successful trips enabled smaller communities to identify funding sources for much needed infrastructure and job-creating projects. This work is just one example of the continuous effort CALED has put into encouraging economic development in California's rural communities.

CCRH: California Coalition for Rural Housing

Formed in 1976 following a farm worker housing conference, the California Coalition for Rural Housing (CCRH) is one of the oldest state low-income housing coalitions in the country. Through advocacy, organizing, research, and technical assistance, its goal is to make the case for rural housing improvement and strengthen the capacity of the non-profit and public sectors to provide affordable housing and related facilities. Members are primarily community-based non-profit and public developers, including the largest self-help housing producers in the U.S., as well as local government officials, and local activists concerned about rural quality of life. CCRH administers the San Joaquin Valley Housing Collaborative, a regional organization comprised of government and non-profit representatives from the eight county region, as well as the Small Communities Network.

CITD: Center for International Trade Development

The Center for International Trade Development - Fresno (CITD) was founded in 1989 as part of the State Center Community College District (SCCCD) outreach efforts to assist new and existing industries. It is also one of ten statewide initiatives funded by the California Community Colleges, Economic & Workforce Development Program (EWDP). In 1998, the Fresno Center was officially designated as one of the 14 CITD offices in the State of California. Today the Fresno Center is the leading provider of export trade research, education, and training in Central California. It was named the CITD's Ag-Hub, and with a Memorandum of Agreement with the California Department of Food and Agriculture (CDFA), hosts all incoming food and agricultural international buying missions to California. The mission of the CITD is to advance California's economic development and global competitiveness by providing quality training and services to small to medium sized enterprises that are potential or current exporters or importers. The Center serves over 500 businesses each year and conducts over 20 export workshops with an average annual turnout record of over 200 businesses.

CVBI: Central Valley Business Incubator

The Central Valley Business Incubator (CVBI) is a 501(c) (3) nonprofit organization that provides business incubation services and technical assistance to entrepreneurs and innovators. Its overarching goal is to foster community and economic growth opportunities through the development of small business. CVBI also has a Virtual Incubator that enables it to provide web-based technical assistance and training aimed to support entrepreneurs and innovators in the creation and launch of new small businesses. CVBI's Virtual Incubator is a robust, content-rich, technical assistance and training site that leverages a unique user-friendly and intuitive interface via the internet. CVBI's Virtual Incubator provides its services in both English and Spanish and enables communities to offer complete business incubation services, without the costs of traditional bricks and mortar rent or staff expenses.

FAHCC: Fresno Area Hispanic Chamber of Commerce

The Fresno Area Hispanic Chamber of Commerce (FAHCC) is committed to developing strategies and setting policies to better serve all business interests in the Fresno area, and assist in accomplishing their goals towards growth, while keeping in mind the number of Spanish and English speaking business owners interested in the

welfare of the Fresno Area Hispanic community. It is also committed to effectively utilize existing resources by forming productive partnerships with corporations, small businesses, community and government entities in order to provide Spanish and English-speaking members with quality programs and opportunities.

FCOG: Fresno Council of Governments

The Fresno Council of Governments (FCOG) is a voluntary association of local governments. FCOG fosters intergovernmental communication and coordination, undertakes comprehensive regional planning with an emphasis on transportation, provides for citizen involvement in the planning process and supplies technical services to its member governments. FCOG is a member of the Regional Policy Council (RPC), which is the lead agency for San Joaquin Valley Blueprint coordination activities and is committed to incorporating rural communities in the San Joaquin Valley into this regional planning process. In all these areas FCOG serves as a consensus builder to develop an acceptable approach on how to handle problems that do not respect political boundaries.

RCAC: Rural Community Assistance Corporation

The Rural Community Assistance Corporation (RCAC) is a nonprofit organization that provides technical assistance, training and financing so rural communities achieve their goals and visions. RCAC's work encompasses a wide range of services including technical assistance and training for environmental infrastructure; affordable housing development; economic and leadership development; and community development finance. These services are available to a variety of communities and organizations including communities with populations of fewer than 50,000, other nonprofit groups and tribal organizations.

RCAC seeks new partnerships and opportunities to advance comprehensive community development and is committed to green initiatives in its programs and its organizational operations. The core values have been rooted in RCAC culture from the beginning: Quality, Respect, Integrity, Cooperation and Commitment.

SHE: Self-Help Enterprises

Self-Help Enterprises (SHE) is a private, nonprofit 501(c) (3) tax exempt corporation established under the laws of the State of California. Its mission is to improve the living conditions and community standards of low-income families in an eight-county rural area of California's San Joaquin Valley. Over the past 35 years, SHE has assisted small disadvantaged communities develop over 100 water and wastewater projects for over 26,000 people in the eight San Joaquin Valley counties. SHE has provided technical assistance to the water and/or sewer providers in these disadvantaged communities to enable them to address critical community facilities needs. SHE has also assisted 5,839 families to build their own homes through the mutual self-help housing program, developed and owns 1,154 deed restricted affordable rental units, repaired or rehabilitated 5,907 homes, and financially assisted 1,369 families in the purchase of their first home.

SHE has found that lasting community empowerment comes through the active participation of the community organizations that represent and serve them. Each of these communities has a governing board that is composed of volunteers who are responsible for all infrastructure matters, including compliance with regulations, budgeting and procurement, setting user rates, collecting user fees, staffing decisions, and system operation and maintenance. SHE staff provide training to community board members to help them work with project engineers, contractors, a multitude of funders, local government, and all other stakeholders and is glad to be a partner in the efforts of the Rural Development Center.

USDA-RD: U. S. Department of Agriculture-Rural Development

USDA Rural Development is committed to helping improve the economy and quality of life in rural America. Its financial programs support such essential public facilities and services as water and sewer systems, housing, health clinics, emergency service facilities and electric and telephone service. It promotes economic development by supporting loans to businesses through banks, credit unions and community-managed lending pools. USDA Rural Development offers technical assistance and information to help agricultural producers and cooperatives get started and improve the effectiveness of their operations. It also provides technical assistance to help communities undertake community empowerment programs.

USDA Rural Development has a \$115 billion portfolio of loans and will administer \$20 billion in loans, loan guarantees and grants through our programs in the current fiscal year. It achieves its mission by helping rural individuals, communities and businesses obtain the financial and technical assistance needed to address their diverse and unique needs. With Service Centers in Kern, Fresno, Merced, Stanislaus and Tulare Counties, USDA Rural Development is well equipped to offer its services and resources to all rural communities in the San Joaquin Valley.



FRESNO STATE CONNECT – RURAL DEVELOPMENT CENTER

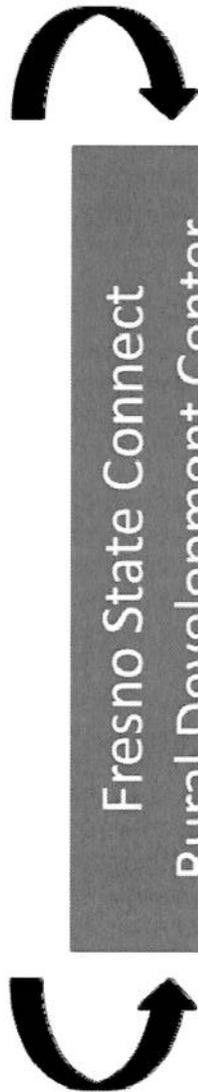
Connecting Everyone to Opportunity

OFF-CAMPUS PARTNERS

- CALED
- CCRH
- CITD
- CVBI
- FAHCC
- FCOG
- RCAC
- SHE
- USDA-RD

ON-CAMPUS PARTNERS

- CERECC
- CMP
- CRPC
- CWI
- HHS
- Lyles Center-TCP
- OCED
- UBC



Fresno State Connect
Rural Development Center



- Small Rural Cities
- Unincorporated Rural Communities
- Rural Special Districts
- Rural Community Based Organizations
- Small Communities Network



FRESNO STATE CONNECT – RURAL DEVELOPMENT CENTER

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RURAL OUTREACH

As the Secretariat of the Partnership, the Office of Community and Economic Development (OCED) at Fresno State, has facilitated the development of the Rural Development Center (RDC). The RDC is a key component of the Fresno State Connect (FSC) program created by OCED to provide a link between the University and the community at large. The RDC is aligned with the principal of community outreach that is a pillar of Fresno State. The RDC is currently made up of the following on-campus and off-campus partners:

On-Campus Partners:

- CEREC: Center for Economic Research and Education of Central California
- CMP: Lyles College of Engineering, Construction Management Program
- CRPC: Community and Regional Planning Center
- CWI: California Water Institute
- HHS: College of Health and Human Services
- Lyles Center-TCP: Lyles Center for Innovation and Entrepreneurship-Technology Commercialization Program
- OCED: Office of Community and Economic Development
- UBC: University Business Center

Off-Campus Partners:

- CALED: California Association for Local Economic Development
- CCRH: California Coalition for Rural Housing
- CITD: Center for International Trade Development
- CVBI: Central Valley Business Incubator
- FAHCC: Fresno Area Hispanic Chamber of Commerce
- FCOG: Fresno County Council of Governments
- RCAC: Rural Community Assistance Corporation
- SHE: Self-Help Enterprises
- USDA-RD: US Department of Agriculture-Rural Development

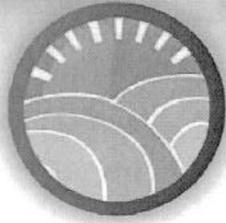
Representatives from each of the current RDC partners have been meeting once a month, since October 2010, to continue planning the development of the RDC. The Fresno State departments and off-campus organizations associated with the RDC have committed their ongoing partnership to provide specific expertise to rural communities of the San Joaquin Valley. Despite the lack of current funding, the RDC has already begun to provide services to rural communities, such as Biola, Firebaugh, San Joaquin and Tranquillity in rural Fresno County. OCED serves as the administrator of the RDC. It processes service requests from targeted communities and refers them to on- and off- campus partners best suited to service the request or need. At that point targeted communities will work directly with RDC partners to determine

the scope of work. All service being provided by any and all RDC partners is being documented using an internal RDC intranet site. Attachment A provides an illustration of the RDC's functionality, while Attachment B offers descriptions of each of the RDC committed partners.

OCED also is supporting the efforts of the Small Communities Network (SCN). Established in 2009, The SCN is a consortium of small and unincorporated rural communities throughout the SJV who share resources, information, and expertise to solve each others' community needs. OCED is working closely with the SCN to plan the organization's next workshop on February 25, 2011 in the rural community of Livingston (Merced County). The workshop's purpose is to introduce the RDC partners and their resources/services, while providing SCN members an opportunity to share their needs with the RDC.

OCED has worked on several grant applications to fund the RDC activities, which include:

- **USDA Rural Business Enterprise Grant (2010, not awarded)**
Purpose: Implement the Rural San Joaquin Valley Community and Economic Development Plan for SJV rural communities that are members of the Small Communities Network.
- **HUD Hispanic Serving Institutions Assisting Communities Grant (2010, not awarded)**
Purpose: Establish the infrastructure for the RDC and provide funding to associated partners for initial service contracts with SJV rural communities.
- **USDA Rural Community Development Initiative (2010, pending)**
Purpose: Implement the Pathways to Rural Economic Progress-San Joaquin Valley: An Integrated Housing and Economic Development Capacity-Building Project for rural communities.
- **HUD Rural Innovation Fund (2011, pending)**
Purpose: Provide housing and economic development assistance to Goshen, a census designated place in Tulare County.
- **USDA Agriculture and Food Research Initiative—Foundational Program: Agriculture Economics and Rural Communities (2011, pending)**
Purpose: Promote development in the rural communities of the SJV through entrepreneurship, small business development and the facilitation of technical assistance via the Rural Development Center.



California Partnership for the San Joaquin Valley

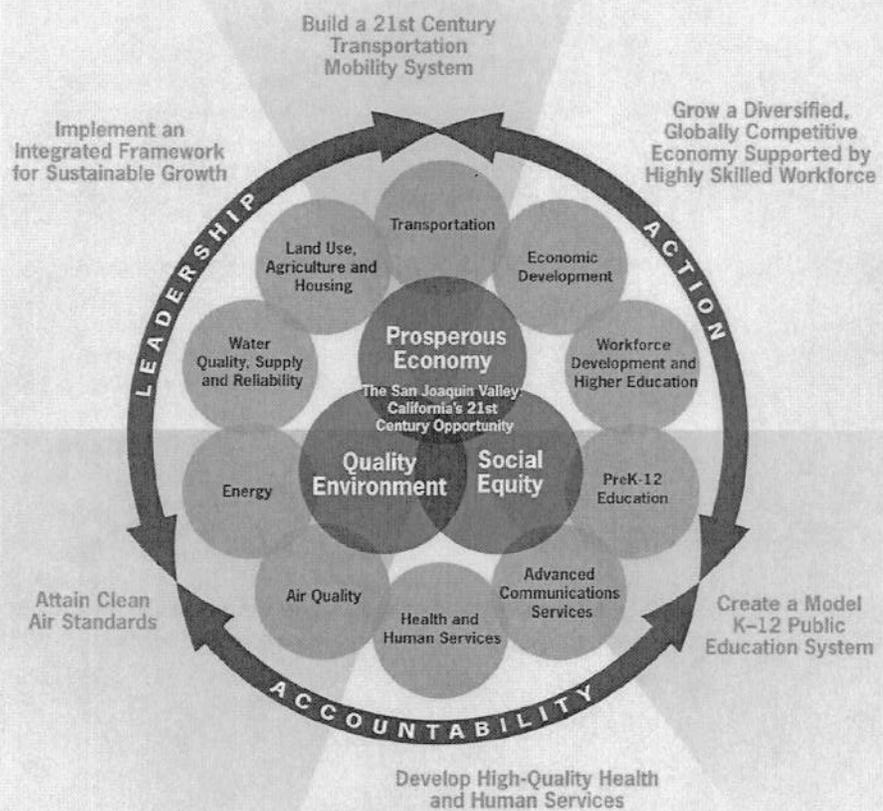
California's 21st Century Opportunity

The Partnership

Set in motion by an executive order from Gov. Arnold Schwarzenegger in June 2005 and renewed in November 2006, the California Partnership for the San Joaquin Valley is an unprecedented public-private partnership sharply focused on improving the region's economic vitality and quality of life for the 3.9 million residents who call the San Joaquin Valley home. The Partnership is addressing the challenges of the region by implementing measurable actions on economic, environmental, and social levels to help the San Joaquin Valley emerge as California's 21st Century Opportunity.

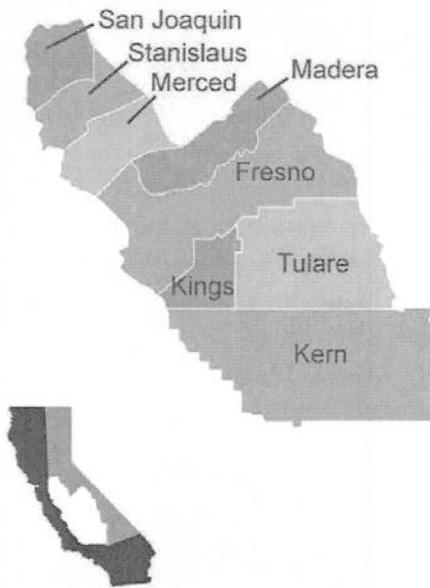
Governor Schwarzenegger continued the Partnership with Executive Order S-17-08 in December 2008, and Executive Order S-10-10 in July 2010, which implemented governance changes and continued the Partnership indefinitely.

Six Major Initiatives of the Partnership



History

Recognizing both the great potential of the region and the current challenges, Governor Schwarzenegger formed the California Partnership for the San Joaquin Valley in June 2005. As the governor stated in his Executive Order, "The strength of California is tied to the economic success of the San Joaquin Valley." Led by an appointed, 40-member board, the Partnership engaged hundreds of people in the eight-county San Joaquin Valley to focus on action strategies, and the board released its Strategic Action Proposal in October 2006. Governor Schwarzenegger and the state Legislature approved \$5 million in the State Budget for 2006-2007 to jump-start implementation of the Strategic Action Proposal.



The Region

The eight-county region encompasses 62 cities with 25,000 square miles and continues to be one of the fastest growing regions in California. Size alone does not set this region apart—the San Joaquin Valley has vast resources.

- Agricultural powerhouse – \$20 billion in agricultural value earned annually in eight-county region
- Gateway to three world-class national parks
- Home to important natural resources – oil and natural gas fields, vast wetlands, and unique plant and animal communities
- System of rivers that drains the Sierra and joins the San Joaquin River as it flows through the region

The Challenges

The San Joaquin Valley has persistent problems of poverty, environmental degradation, and social separation, as evidenced by consistent under-performance compared to California, overall:

- Average per capita incomes are 32 percent lower*
- Number of college graduates, 50 percent less**
- Violent crime is 15 percent higher***
- Access to health care is 50 percent lower (based on the number of primary care physicians per 1,000 people)****
- Air quality, though improved, remains among the worst in the nation

The Opportunity

The Partnership has a unique opportunity to provide a world-class region with a diversified economy, a healthy environment, and a high quality of life for all through collaboration on a scale that has not been done before. Experts and leaders are building on the region's strengths to create opportunity – *California's 21st Century Opportunity*.

- Cutting-edge, state-of-the-art, renewable energy systems to support communities and industries
- Mobility for people and commerce in new ways
- New model of economic development that supports agriculture and a healthy environment with clean air and plentiful, clean water
- Diversified, globally competitive economy with a skilled workforce
- PreK-12 public school system that supports student achievement and prepares children for success in college and career
- High-quality, accessible health and human services

The Work

The Partnership has brought together experts and leaders committed to sustainable economic development, environmental stewardship, and human advocacy. The Partnership is focused on action around ten work groups: air quality; economic development; energy, health and human services; higher education and workforce development; PreK-12 education; land use, agriculture, and housing; advanced communications services; transportation; and water quality, supply and reliability.

*U.S. Department of Commerce, Bureau of Economic Analysis

**U.S. Census Bureau, American Community Survey

***California Department of Justice, Office of the Attorney General, Criminal Justice Statistics Center

****RAND California Statistics, Health Care Financing Administration, Medicaid Statistics Branch



California Partnership for the
San Joaquin Valley

www.sjvpartnership.org

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