



A Proposal Submitted to:

The U.S. Department of Commerce Economic Development Administration for designation as an Investing in Manufacturing Communities Partnership (IMCP); Central Valley AgPlus Food and Beverage Manufacturing Consortium.

Submitted by:

- Office of Community and Economic Development (OCED) at California State University, Fresno
- Center for Economic Development (CED) at California State University, Chico
- Tuolumne County Economic Development Authority (TCEDA), on behalf of the Central Sierra Economic Development District (CSEDD)
- Valley Vision (VV)

April 1, 2015



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March 17, 2015

Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Economic Development Administration
1401 Constitution Avenue, NW
Room 71014
Washington, D.C. 20230

Re: Federal Interagency Competition, FY 2015 Investing in Manufacturing Communities Partnership

Dear Deputy Assistant Secretary Erskine:

This proposal is being submitted by the **Office of Community and Economic Development (OCED)**, an on-campus division of California State University, Fresno, on behalf of a consortium representing California's Central Valley. OCED will serve as the Lead Applicant for this proposal and collaborate with the **California State University, Fresno Foundation (Fresno State Foundation)**, the university's Fiscal Agent, in administering funds and activities associated with an Investing in Manufacturing Communities Partnership (IMCP) Manufacturing Community designation. The Fresno State Foundation is a 501 (c) (3) non-profit organization with rigid guidelines, procedures and policies in place for compliance with all grants and fiscal expenditures. With oversight from the Executive Director, the proposal's Point of Contact, OCED's Associate Director – Funding and Finance Director will correspond regularly with staff from all consortium members to monitor the progress of proposal activities. An effective communication process is in place that allows the progress of proposal activities to be understood and tracked by the Fresno State Foundation.

The following individual is authorized to negotiate with the U.S. Economic Development Administration concerning the FY 2015 IMCP Manufacturing Community designation proposal:

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The undersigned, attests that Michael Dozier is authorized to submit proposals on behalf of the California State University, Fresno Foundation under the Office of Community and Economic Development.



Ellen Shimakawa, Ph.D., Director
Office of Research and Sponsored Programs

17 March 2015

Date

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THE CALIFORNIA STATE UNIVERSITY

AGPLUS GEOGRAPHIC SCOPE

List all counties included in your proposed Manufacturing Community (Please note that geographic regions listed should reflect the top-third KTS requirement):

Alpine, Amador, Butte, Calaveras, Colusa, El Dorado, Fresno, Glenn, Kern, Kings, Madera, Mariposa, Merced, Nevada, Placer, Plumas, Sacramento, San Joaquin, Sierra, Shasta, Solano, Stanislaus, Sutter, Tehama, Tulare, Tuolumne, Yolo, Yuba

Describe the regional boundaries of the consortium:

The geographic scope of Central Valley AgPlus region includes 28 of California's 58 counties. Known as the Great Central Valley, the region extends from Bakersfield, Kern County in the south, to Redding, Shasta County in the north, bounded by the foothills of the Sierra Nevada range to the east and the Coastal range to the west.

The Valley is drained by several major river sheds which converge at the western edge of the Valley near the cities of Sacramento and Stockton, forming the Sacramento-San Joaquin River Delta, one of the West's largest estuaries. The Delta, a rich agricultural area, is considered the nexus of California's statewide water system. More than 23 million Californians and millions of acres of farmland rely on the Delta for all or part of their water supply, and countless species depend on it for their habitat. The region is a major goods movement corridor, with Interstate 5 running north-south the length of the Valley on the west and Highway 99 on the east, intersected by Interstate 80 running east-west, and major ports in West Sacramento and Stockton which connect with the port of Oakland.

Thus, while a large region, the Central Valley AgPlus region has a shared geography, economy and labor market sheds, transportation system, water system and agricultural heritage. The map describing the Top Third KTS (Key Technologies and Supply Chain) requirement shows the concentration of food and beverage manufacturing establishments across the Valley, which comprise the region's manufacturing ecosystem.

TOP THIRD JUSTIFICATION

The industries of focus are food and beverage manufacturing. The Central Valley ranks in the top third for six of the nine 4-digit NAICS codes under 3-digit NAICS code 311 Food Manufacturing. The region also ranks in the top third for 4-digit NAICS code 3121 Beverage Manufacturing. As shown in Exhibit #1, food and beverage manufacturing industries are heavily concentrated in the Central Valley, with location quotients greater than one, and in four instances greater than two or three.

Exhibit #1. Industry Sector and Establishment Location Quotients for Central Valley

NAICS Code	Industry Sector	Central Valley Establishment LQ*	Establishment LQ Cutoffs**
3111	Animal Food Manufacturing	1.81	1.42
3112	Grain and Oilseed Milling	2.30	1.23
3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing	3.89	1.04
3115	Dairy Product Manufacturing	2.04	1.04
3118	Bakeries and Tortilla Manufacturing	1.10	1.00
3119	Other Food Manufacturing	1.83	1.02
3121	Beverage Manufacturing	2.17	1.00
*Calculated using U.S. Census Bureau, County Business Patterns: http://www.census.gov/econ/cbp/ **Source: "Top-Third Ranked Location Quotients for Establishments and Employment by 4-digit Manufacturing NAICS Codes" published by EDA: http://www.eda.gov/challenges/imcp/toolkit.htm .			

There are a total of 1,659 food and beverage manufacturing establishments in the Central Valley. As demonstrated by Exhibit #1, establishments are clustered along State Route 99 which serves as the region's primary trade corridor. Concentration also exists along Interstates 5 and 80. The Port of Oakland serves as the principle export point for the region's food and beverage manufacturing industries.

Exhibit #1. Location of Food and Beverage Manufacturing Firms in the Central Valley



Central Valley AgPlus Assessment of Local Industrial Ecosystem and Implementation Strategy

OVERVIEW

The **goal** of the Central Valley AgPlus Food and Beverage Manufacturing Consortium (AgPlus Consortium) is to advance the region's agriculture-related manufacturing economy, targeting industries in the food and beverage manufacturing sector whereby raw agricultural goods are transformed into value-added products by core manufacturing activities.



The **mission** of the AgPlus Consortium is to foster the growth and creation of food and beverage businesses and middle-skills manufacturing jobs in the Central Valley. The AgPlus Implementation Strategy will build upon the Central Valley's unique asset base, committed partnerships and networks to:

- Capture more value-added cluster manufacturing and supply chain activity within the region, including to meet new demand for local specialty products such as through Farm to Fork efforts;
- Provide the workforce with needed skills through successful career pathways models;
- Accelerate the development and adoption of innovative technologies so the Central Valley's food and beverage manufacturing industry is the most efficient, safe, healthy, viable and sustainable nationally and a global center of innovation for next generation processing and supply chains;
- Facilitate the transformation of the industry to adapt to the short and long-term impacts of the drought, now in its fourth year, and climate change; and,
- Strengthen business operations and access to capital.

Consortium members represent major Central Valley public and private institutions from the education, business, economic and workforce development and civic sectors. AgPlus leverages the assets of its universities, especially UC Davis, the world's top ranking university in agriculture and the nation's top ranking university in agricultural sciences, food science and nutrition.¹ California State University, Fresno is globally recognized for its expertise in water technologies, agriculture and food processing.

California plays a critical role in the U.S. food system. It is the largest agricultural economy in the U.S, and among the top ten globally. The Central Valley, comprised of 28 counties located in California's heartland, plays a dominant role in this economy as America's Farm to Fork Capital. **Production agriculture** has been the Central Valley's mainstay and competitive advantage, yielding:

- A farm gate value of \$40.7 billion in 2013 - 68% of California's total farm gate value (greater than the value of 19 U.S. states combined).²
- \$11 billion worth of agricultural commodities exports to foreign markets in 2011.³

Production in the agriculture sector fuels growth in the food manufacturing sector as these industries are part of a highly integrated supply chain. Claiming more value from agricultural production through the **food processing industry**, along with its supply and distribution chains, is the Central Valley's opportunity and challenge. Food processing is California's third largest manufacturing sector and a key driver of its economy. It produced nearly \$105 billion in economic output in 2012, and was responsible for over 198,000 jobs tied directly to manufacturing. Indirect economic and employment impacts are even greater.⁴

Reflecting the comparative advantage of the food processing industry in the Central Valley, six of the region's nine major food manufacturing industries and the beverage manufacturing industry ranked in the top third for IMCP requirements. These top third industries:

¹ UC Davis College of Agricultural and Environmental Sciences, <http://www.caes.ucdavis.edu/about/overview/facts>

² USDA, National Agricultural Statistical Service, 2014

³ USDA, National Agricultural Statistical Service, 2014

⁴ Richard J. Sexton, Josue Medellin-Azuara, and Tina L. Saitone. The Economic Impact of Food and Beverage Processing in California and its Cities and Counties. Prepared for the California League of Food Processors, p.4. January 2015.

- Include more than 1,650 food and beverage manufacturing business establishments.
- Account for 88% of the Central Valley's total food and beverage manufacturing output - \$37.9 billion out of \$43.2 billion in 2013.⁵

Yet, although the Central Valley provides 68% of California's overall farm gate, only about 40% of the state's food and beverage manufacturing output is produced in the Central Valley.⁶ Data indicate significant amounts of leakage, where value is added after agricultural products leave the region. This economic loss can be seen as a contributing factor to the Central Valley's chronic and persistent high levels of poverty and unemployment. The region's unemployment rate in February 2015 was 9.4%, compared to 6.8% for California and 5.5% nationally. Half of the region's counties had double-digit unemployment rates, with the highest at 22.7%.⁷

Unemployment and hardship is expected to increase as California enters its fourth year of drought. On February 4, 2015, USDA designated all 28 Central Valley AgPlus counties as primary natural disaster areas due to damages and losses caused by ongoing drought conditions. These conditions impact food and beverage manufacturing and threaten the national food supply. As President Obama noted during a February 14, 2014 visit to the Central Valley: "California is our biggest economy, California is our biggest agricultural producer, so what happens here matters to every working American, right down to the cost of food that you put on your table."

The agricultural manufacturing ecosystem includes a value chain of affiliated and interdependent manufacturing and support activities such as production of packaging materials, production of agricultural equipment, distribution, agricultural technology and bioenergy (i.e., waste-to-energy and biofuels), food safety, nutrition, food waste and water technology. All are areas of vitally important emerging technologies that are being incubated and deployed in the Central Valley, especially through the research and technology commercialization flowing from UC Davis, Fresno State and Chico State. They include the development of new agricultural technologies to monitor and manage the use of resources more efficiently. These technologies will drive increased productivity and competitiveness for manufacturing establishments and supplier chains, provide solutions to global challenges, and increase prosperity and sustainability for the region, California and the nation.

Global challenges with the food supply affect us all. World population will increase from 7 billion people today to 9 billion people in 2050.⁸ We need to build a better, healthier, safer, bigger food supply system to meet this need while dealing with increasing resource scarcity, especially with water supply and quality. Globally, food production consumes 70% of fresh water resources. The Central Valley and California have the potential to develop short and long-term solutions to the drought and other resource scarcity challenges.

INDUSTRIAL ECOSYSTEM ASSESSMENT

The following data-driven assessment outlines current capabilities, current institutions for improving capabilities, identified gaps within the Central Valley's manufacturing ecosystem, and steps that will be taken to mitigate shortcomings and capitalize on emerging opportunities across the six pillars of the ecosystem. The section which follows the Assessment – the AgPlus Implementation Strategy – provides the detail on the specific plans for each pillar including the role of implementation partners, timeframe, activities and milestones.

PILLAR 1. WORKFORCE AND TRAINING (Priority Area – Bonus Weight Element)

Labor market information shows strong long-term job growth potential and jobs currently going unfilled due to job-skills mismatches. This creates an opportunity to develop a talent pipeline of Central Valley workers through

⁵ Number of Establishments – County Business Patterns, U.S. Census Bureau, 2014; Economic Output - 2013 IMPLAN Analysis, Center for Economic Development, California State University, Chico, March 2015.

⁶ Estimates are calculated based on the Central Valley's share of the State's food processing industry economic output, for 2013 data for the Central Valley Chico State IMPLAN analysis, compared to the 2013 data for the California IMPLAN analysis conducted for the California League of Food Processors.

⁷ California unemployment rates: California Employment Development Department, Labor Market Information Division, March 2015. U.S. unemployment rate: U.S. Department of Labor, Bureau of Labor Statistics, March 2015.

⁸ UC Davis World Food Center, Symposium on Water and Energy Efficiency in the Food System, May 22 2014.

innovative education and training programs, both for new and replacement jobs. This is an opportunity to create more manufacturing establishments and well-paying jobs to fill this gap and also leverage opportunities for new food and beverage processing capacity and market channels to meet the growing demand for locally sourced and value-added food products.

1. Current Capability

Employment in the food and beverage manufacturing KTS is strong in the Central Valley. As noted above, a recent analysis by the California League of Food Processors estimated there were approximately 198,000 jobs in the food and beverage processing in 2012. The Center for Economic Development at Chico State estimated there were 67,800 food and beverage processing jobs in the Central Valley KTS in 2013, accounting for approximately 34% of all California food and beverage manufacturing jobs.⁹

Several studies have defined the requisite skills and average compensation for employees in fields relevant to food and beverage manufacturing KTS. A study prepared for the San Joaquin Valley for its IMCP planning grant shows example occupations with regional average annual wages (Q1 2013), and general education and on-the-job training requirements.¹⁰ The [Environmental Scan, Agriculture Value Chain California](#) conducted by the Center of Excellence at Modesto Junior College in 2011 has a comprehensive list of agriculture processing occupations with average hourly wages, required education levels, and requisite skills, abilities and tasks. Many of these occupations are in well-paying middle-skill jobs. The range is from a regional annual average wage of \$90,363 for Industrial Production Managers to an average annual wage of \$36,220 for Inspectors, Testers, Sorters, Samplers and Weighers. The range of required general education and on-the-job training is highest for Industrial Production managers, and First-Line Supervisors of Production and Operating Workers (making \$57,182 annually), who are required to have a Bachelor's Degree and one to five years of on-the-job training. It is lowest for Inspectors, Testers, Sorters, Samplers and Weighers and a couple of other occupations, which are required to receive a High School Diploma and do short-term on-the-job training¹¹.

Projected food and beverage manufacturing job openings for the time period 2012 – 2022 show almost 52,000 jobs—24,240 new jobs and almost 27,700 replacement jobs to fill the gaps due to baby boomer retirements and other labor market changes, in a wide range of occupations. Table #1 shows the job potential for the most high-demand occupations in this industry. Assuming a similar occupational profile, additional jobs could be added if some leakage gaps were filled, whereas currently many job openings are filled by workers from outside the region due to job-skills mismatches within the region.

<i>Table #1. Projected Job Openings in Food and Beverage Manufacturing, Most In-Demand Occupations</i>				
SOC Code	Occupation Description	New Jobs 2012-2022	Replacement Needs	Total Job Openings
00-0000	Total	24,240	27,660	51,900
51-9111	Packaging and Filling Machine Operators and Tenders	980	2,290	3,270
53-7061	Cleaners of Vehicles and Equipment	1,290	2,350	3,640
51-9199	All Other	570	610	1,180
51-9061	Inspectors, Testers, Sorters, Samplers and Weighers	1,280	1,440	2,720
49-9041	Industrial Machinery Mechanics	1,800	1,540	3,340
51-3092	Food Batchmakers,	420	880	1,300
53-7064	Packers and Packagers, Hand	2,520	4,740	7,260
53-3031	Drivers/Sales Workers	1,410	1,260	2,670
53-3032	Heavy and Tractor-Trailer Truck Drivers	7,090	6,030	13,120
11-1021	General and Operations Managers	6,880	6,520	13,400
<i>Source: CA Employment Development Department, Labor Market Information Division. Analysis: Center for Economic Development, CSU Chico, March 2105.</i>				

⁹ IMPLAN Analysis, conducted for the IMCP application, Center for Economic Development, Chico State, March 2015.

¹⁰ "Snapshot of the Agricultural Manufacturing Ecosystem in the San Joaquin Valley," Collaborative Economics, March 14, 2014, p.

14. ¹¹ Ibid, pg. 14

2. Current Institutions for Improving Capability

The AgPlus region has many institutions and programs that specialize in the KTS or could develop relevant and needed specialties and more coordinated linkages within and across education and training systems. In addition, several programs have been initiated in the Central Valley with a new state initiative - Career Pathways Trust - to fund the development of career pathways programs and linkages with employers, K-12 and community colleges. Eleven programs in the Central Valley received more than \$67 million, with many programs focused agriculture, food sciences and advanced manufacturing, in close partnership with employers.

The region's two University of California (UC) campuses and five California State University (CSU) campuses play a vital role in producing a pipeline of high-skill researchers, engineers, scientists, and an overall labor force needed by a wide range of manufacturers. As noted, UC Davis (UCD) is the number one ranked university in the world for teaching and research in agriculture and forestry; number one nationally in agricultural sciences, food science and nutrition, and environment/ecology; and number two in agricultural engineering. Fresno State and Chico State have deep assets in agricultural technologies/manufacturing, water technologies, renewable energies and entrepreneurship. An illustrative summary highlights some of the region's key education and workforce institutions. The California Community Colleges and most of the Workforce Investment Boards have regional consortia or collaborations and work in a network structure enabling greater coordination and cohesion.

Institution/ Program	Description/Examples
California Community Colleges – 28 colleges	Education/training for regional manufacturing industries' workforce needs; credentials and pathways for continuous learning. System-wide connection to industry businesses with workforce resources. Example: Central/Mother Lode Regional Consortium (CRC) (12 community colleges, 16 counties) has Central CA Community Colleges Committed to Change (C6) Consortium via \$19.9 million Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant from the U.S. Dept. of Labor.
Local Workforce Investment Boards (WIBS) – 15 WIBs	Partners with employers, community colleges, K-12 and other partners to develop career pathways for industry clusters including food and ag and advanced manufacturing, through consortia primarily. Also participate on regional economic development boards.
UC Davis	College of Agriculture and Environmental Sciences (CAES) has 6,200 undergraduate students in 27 majors and 1,000 graduate students. College of Engineering partners with CAES on research and education in the production, processing and distribution of products.
UC Merced	Newest UC Campus. Engineering and Science Schools focused on water, climate change, solar and renewable energies; UCMERI (UC Merced Research Institute) and multi-campus UC Solar driving nexus between renewable energies and agriculture.
California State University, Fresno	Applied research and learning on water and energy sustainability applied to agriculture and manufacturing. Global leader in water technology innovations, has International Center for Water Technology and incubator. University Center to Advance Manufacturing (UCAM) enables students to engage with manufacturers in agriculture. Partners with UC Merced on iHub. Lyles Center for Innovation and Entrepreneurship and a 1,100 acre University Farm Laboratory. Jordan College of Agricultural Sciences houses seven departments.
California State University, Chico	Serves Northern California. Leader in sustainability and entrepreneurship. Has College of Agriculture with undergraduate and graduate programs; Department of Mechanical and Mechatronic Engineering and Sustainable Manufacturing. Is a partner with North State iHub and regional cluster efforts. Hosts Center for Economic Development which manages SBDC Northern California and North State broadband consortia.
California State University, Sacramento	Undergraduate and graduate programs with 2,500 students in civil, electrical and electronic, and mechanical engineering. Has formed new Institute for Water, Energy and Sustainability and Technology.
Central Valley Higher Education Consortium (CVHEC)	Non-profit partnership of 27 accredited public and private colleges, universities, and community colleges enhances cooperation between 2-year and 4-year institutions to increase the student transfer rate, provide programs to meet needs of regional employers.
NextEd	Non-profit employer-education organization. Established the Capital Region Academies for the Next Economy (CRANE), a region-wide system of support for existing and new high

Institution/ Program	Description/Examples
High Schools, Professional Associations/Non- Profits	<p>school career academies, linking with clusters. Partnership with 21 school districts and county offices of education. Received \$21 million for Career Pathways, including \$8.2 million for Agribusinesses and Advanced Manufacturing.</p> <p>Several career academies, several relevant manufacturing and vocational/trade academy programs. Associations such as California League of Food Processing offer training, workshops and educational programs, along with the Center for Land Based Learning, Soil Born Farms and others. MANEX is a key resource.</p>

3. Gaps

In February 2015 approximately 322,000 Central Valley residents were unemployed. Unemployment is expected to worsen with the fourth year of the drought affecting the growing season, wherein growers have fallowed thousands of acres of land. Many workers are long-term unemployed with low skill and educational attainment levels and other barriers to employment. The recent estimated unemployment rate for workers with the educational attainment level required for most KTS occupations is 17.5 percent¹².

Currently: The region needs: increased investment and collaboration with industry to develop career pipelines and identify occupational needs and training opportunities; faster curriculum development and more standardized curricula across schools; new skills standards designed for additional occupations; increased mentoring, internships, and career awareness; and business and management training for Spanish-speaking foremen. Challenges require a workforce strategy to better identify cluster occupational needs and career pathways, and in-depth analysis of existing programs, gaps and needed programs.

Long-term: Projected manufacturing job openings for the KTS for the time period of 2012 to 2022 show almost 52,000 projected job openings. Employers must often recruit for these types of positions from outside the Central Valley, and even outside the U.S. Regional demand is high for trained/skilled food manufacturing workers such as machinists, electricians, and maintenance mechanics but many educational institutions (K-14) have eliminated or reduced their training programs. There is a critical Latino education achievement gap that needs to be addressed.

4. Plans

AgPlus will help align the CV's many cluster-related education and training assets to ensure that the workforce is prepared to fill projected job openings in food and beverage manufacturing. The strategy will create stronger linkages between employers, labor unions and educational institutions to develop training programs that equip youth with the interest and skills necessary to acquire good-paying jobs in manufacturing industries that are desperately looking for young talent. There are two implementation strategies in this Pillar: expand the availability of career pathway programs, building on existing innovative models such as Linked Learning training for existing and new career pathway programs, and mentoring and career awareness programs to create the pipeline of workers. The Sacramento Area Council of Governments is conducting a major analysis of the food and ag cluster which will provide up to date information of occupational demand and job opportunities.

AgPlus partners are working closely with state partners on workforce and economic development initiatives for career pathways, skills standards, curriculum development and coordination. These partners include the Governor's Office of Business and Economic Development (GO-Biz), the Chancellor's Office of the California Community Colleges, and the California Workforce Investment Board, as well as the California Department of Food and Agriculture and the California Health and Human Services Agency.

PILLAR 2. SUPPLIER NETWORKS

1. Current Capability

Supplier networks for the Central Valley's manufacturing ecosystem are large and generally interrelated, although there is significant opportunity for greater integration and in-sourcing. Within the San Joaquin Valley alone, there were more than 30,700 business establishments in 2012 involved in the agricultural manufacturing value chain, with nearly 1, 400 in core agricultural manufacturing. While there is a large number of supply chain companies

¹² California Employment Development Department. Analysis: Center for Economic Development at CSU Chico, 2014.

within the Central Valley, it is estimated that only 15 percent of the value of inputs for agricultural packaging/processing in the San Joaquin Valley were sourced from within the region in 2010.¹³ The section on Gaps indicates where significant parts of the supply chain are located outside of the region.

The Central Valley's industry clusters initiatives, iHubs, Small Business Development Centers (SBDCs), Centers for International Trade and Development (CITD), Economic Development Corporations, chambers of commerce, city initiatives like the city of West Sacramento Global Food Hub and the city of Fresno's food processing industry effort, and professional associations connect firms on issues such as new technologies, workforce strategies, capital needs and regulatory impacts. Key associations and networks are: the Manufacturers Council of the Central Valley, North State Manufacturers Association, Seed Central, the Almond Board, California League of Food Processors, California Farm Bureau Federation, California Rice Commission, Western Growers, and California Association of Winegrape Growers. Sacramento, as the headquarters for many of these associations, and the San Joaquin Valley, host many national/global events and expos that connect firms with suppliers.

Incubators and Entrepreneurship Programs connect firms with supplier networks. The Water, Energy and Technology Center at Fresno State (WET) hosts the International Center for Water Technology's testing facilities and the Claude Laval WET Incubator. The WET connects resources for entrepreneurs, innovators and start-ups looking to accelerate the commercialization of their innovations. SARTA's TechCon Showcase, which featured its AgStart, drew nearly 700 attendees and 88 exhibitors. SARTA and UC Davis programs foster access to research facilities and capital, commercialization of technologies, and mentoring.

Central Valley manufacturers are continually innovating and launching new products. Demand for locally sourced food products is a major market driver along with food safety and traceability. Food manufacturers are responding with Farm-to-Fork efforts; niche markets have emerged and inspired products such as gluten-free rice buns, almond milk, and non-meat protein alternatives. New products and services are being developed by supply chain companies to improve the sustainability of the manufacturing process and help companies comply with increasingly demanding safety and environmental regulations. Gaps will be narrowed through more efficient supplier networks.

2. Current Institutions for Improving Capability

Key institutions supporting supply chain suppliers and networks include:

- The Northeastern California and UC Merced Small Business Development Center Networks (SBDCs) collectively oversee the provision of technical assistance, training and services to entrepreneurs and small businesses from 10 service centers and 32 outreach locations within the CV. Both provide clients with capital acquisition, procurement, contracting, product development and technology commercialization.
- Economic Development Corporations (EDCs) assist the region's manufacturing firms in connecting to suppliers that help them meet their product demand, and target supplier firms to fill gaps in the supply chain. Several of these organizations align with five Federally-recognized Economic Development Districts (EDDs): 1) 3CORE EDD; 2) Central Sierra EDD; 3) Sierra EDD (SEDCorp); 4) Superior California EDD; and 5) Yuba-Sutter EDD.

As one example, through the [Blue Tech Valley](#) initiative, San Joaquin Valley institutions are helping the region become a globally-recognized Water Hub, attracting North American headquarters for two of the world's largest micro-irrigation manufacturers, Jain and Netafim; Grundfos, the world's largest water pump manufacturer; and LAKOS Separators and Filtration Systems, a world leader in water filtration systems manufacturing. In one of the world's most important and productive agricultural regions requiring water and energy efficiency, their emerging research and technology has global applicability.

3. Gaps

Short-term gaps: Need for additional market information on supplier networks; comprehensive mapping effort is needed. Additional resource sharing (facilities, equipment, etc.) within the region has the ability to promote additional supply chain connections.

Long-term gaps: The high level of leakage in the region presents major challenges as well as opportunities for the supplier networks. It is not realistic to fill all the leakage gaps. The AgPlus strategy will focus on industries which present positive opportunities for start-ups, expansion of existing firms, and attraction of new firms that will also

¹³ "San Joaquin valley Regional Industry Cluster Analysis and Action Plan," per Dr. Antonio Avalos, Applied Development Economics, September 2012, p. 55

help increase the manufacturing base in the Central Valley. Additional analysis is needed to identify the best targets to close supplier chain gaps and develop strategic action plans. The regional clusters need to connect small businesses within their industries with assistance in acquiring trainings and certifications that remove procurement and supplier barriers, and increase the participation of minority-owned and women-owned small businesses.

4. Plans

The AgPlus Strategy will include a comprehensive mapping of supplier networks in the CV with identification of target priorities to address leakage gaps. Implementation Strategy Partners (ISPs) leading cluster initiatives will organize forum where firms can connect with one another, not as competitors but as collaborators within a mutual supply chain. The AgPlus Strategy will foster local/regional sourcing among industries as a more widespread business practice. Small business service providers' staff need additional training to accommodate opportunities for suppliers, including certification requirements for procurement and contracting (e.g., ISO). AgPlus will connect manufacturing small business suppliers to the services and resources of MEPs, SBDCs and others.

PILLAR 3. RESEARCH AND INNOVATION

1. Current Capability

The table below provides a sample of AgPlus university/research assets. A foundational asset is UC Davis; the Office of Research catalyzes research and technology transfer, industry-driven partnerships, patents, licensing and IP management. It received more than \$750 million in research awards in 2011-2012.

Name	Focus Areas
World Food Center at UC Davis	Collaborative and strategic research; tech transfer and intellectual property; innovative industry-university partnerships; policy coordination
California Institute of Food and Agricultural Research, UC Davis	Agri-food systems technologies; applied research: food science, biomass, water-energy nexus, health
Child Family Institute for Innovation and Entrepreneurship at UC Davis (CFIIE), Sustainable Ag Tech Innovation Center	Technology commercialization; intellectual property rights; small business/start-up services; angel capital access. Proof of Concept Center, prototype fund to test market, technological feasibility of prototypes
Seed Biotechnology Center at UC Davis	Industry-university research: breeding tools, novel traits, seed quality and technology, commercialization
Sacramento Regional Technology Alliance (SARTA)	Technology commercialization; intellectual property rights; business expansion; small business/start-up services; technology showcases, AgStart
CSU Sacramento	IWEST, Center for Entrepreneurship
Center for Sustainable Manufacturing at Chico State	Multi-disciplinary program; hands-on technology education; industry support; career guidance; paid internships
Innovate North State iHub	Manufacturing, clean tech, agricultural technologies
Center for Irrigation Technology, Fresno State	Irrigation technology; water/energy management practices; equipment standards; industry testing
University Ctr. to Advance Manufacturing, Fresno State	Research; workforce development; testing; networking; student mentoring
International Ctr. for Water Technology, Fresno State	Water use efficiencies, prototypes, commercialization of technology
Lyles Center for Innovation and Entrepreneurship, Fresno State	Technology commercialization; tech transfer; small business/start-up services; intellectual property rights; venture capital access; New California Ventures, LLC
UC Merced Energy Research Institute	Applied research: energy efficiency; thermal science; power transmission; biofuels
University of California Advanced Solar Technologies Institute at UC Merced, UC Davis	UC Solar Industry Consortium; technology transfer; applied research: solar energy system efficiency and affordability; solar system integration at residential, utility and industrial scale; solar energy economics
Industry and Utility Research Centers, Incubators	In-house research labs, process-related engineering for new products and production efficiency, e.g. Blue Diamond Innovation Center, E&J Gallo

Although limited, the Central Valley does have examples of shared facilities such as incubator space and research centers that support the regional ecosystem. The WET Center at Fresno State provides the ecosystem with a

20,000-square foot, state-of-the-art water and energy laboratory and a low-risk, high-return incubator for small businesses and startups. SARTA's Sacramento Venture Lab is a university-industry technology development center for sustainable technology-based businesses, providing incubation services to small businesses and startups while providing links to research centers and laboratories at CSU Sacramento and UC Davis.

2. Current Institutions for Improving Capability

Local institutions' research and commercialization programs are relevant to the Central Valley's food and beverage manufacturers, developing new technologies that help businesses achieve higher profit margins, efficiencies, and sustainability, in the areas of agriculture, food processing, water usage and energy consumption. Revenue models for the region's R&D institutions are evolving. New California Ventures, LLC was established at Fresno State, for example, to create a revolving fund that can assist university commercialization projects while sustaining itself through equity investments it makes on start-ups it helps launch. Similar models are in place at Davis Roots (Sacramento Region) and Chico Start (North State) where mentoring, incubation space and commercialization are provided. Other start-up incubators include and The Knowledge Lab (Central Sierra).

The Central Valley has many entities that work with new and existing firms to promote innovation, including: Manufacturers Council of the Central Valley, Innovate North State, CFIIE, SATIC, SARTA, the Lyles Center, the Solano Center for Business Innovation, California League of Food Processors and North State Manufacturers Association. Industry and academia integration can be improved. Although there is a healthy amount of R&D activity between industry, UC Davis and USDA laboratories in the Central Valley, the need for water and energy efficiencies in the region offers ample opportunities for universities, industry and other Federal Laboratories to partner.

3. Gaps

Research and technology from the Central Valley's universities and businesses has global applicability. Despite this, the region is underperforming. Filing of new overall patents is an indicator of how much innovation is happening. On an annual basis, the region was well below the U.S. average, benchmarked at 100, showing only 34.2 patents per 100,000 population.¹⁴ Agricultural and water technology patents increased in the San Joaquin Valley between 2007 and 2011. Biofuels and biomass emerged as sectors with successful patent registration for the first time in 2011. Though increasing, the San Joaquin Valley's patent registrations represented a small share of agricultural-related patenting activity in California – 4% from 2011-2012¹⁵. In the Sacramento Region, 36 patents were issued in the Ag and Food Cluster 2006-2010¹⁶.

The region showed higher overall growth than the U.S. in innovation and research-related establishments (computer, science and engineering firms) from 2001 through 2011, due to high growth in the Sacramento Region. In 2013, the overall percentage of research-related establishments in 2013 was much closer to the U.S. average, at 86.6 for the region. The Business Startups Index shows the Central Valley below the U.S. average in 2013, at 85.¹⁷ Many start-ups incubated in the region leave to find capital, low-cost space, mentoring support and supplier networks elsewhere.¹⁸

Short-term research challenges: lack of a regional inventory cataloging prospective technology transfer projects within Central Valley universities. Industry adopts a modest level of technology developed at R&D laboratories within the region's universities. The region's universities must promote themselves better as R&D partners to industry and become problem-solvers for regional bio-based manufacturers.

Long-term research challenges: establishing more robust R&D partnerships between university researchers, and Federal Labs; and attracting higher levels of venture capital, particularly angel investments, to fund early-stage and commercialization activities for new technologies in the region.

¹⁴ Source: U.S. Patent and Trademark Office. Analysis: Center for Economic Development, CSU Chico

¹⁵ Snapshot of the Agricultural Manufacturing Ecosystem in the San Joaquin Valley, Collaborative Economics, March 2014, p. 17.

¹⁶ Next Economy Capital Region Prosperity Plan Research Plan, Research Report, Center for Strategic Economic Research, March 2012, p. 29.

¹⁷ Source: Dun & Bradstreet, Inc. Analysis: Center for Economic Development, CSU Chico.

4. Plans

The UC Merced SBDC Network and the Northeastern California SBDC Network will connect and enhance regional iHubs by building additional capacity among small business consultants to enhance the region's capacity to deliver Small Business Innovative Research (SBIR) and Small Business Technology Transfer (STTR) grant assistance to firms. The Northeastern California SBDC Network was a prior recipient of this grant in 2010. These activities will expedite the implementation of a regional technical assistance corps to assist Central Valley small, high-tech manufacturing businesses with SBIR/STTR proposals, intellectual property rights, and commercialization.

AgPlus also will leverage the networks of State of California-Designated Innovation Hubs (iHubs) to promote and implement additional technology transfer and commercialization activities in the region. The 5 Central Valley iHubs provide an advantage to Californian firms through the introduction of new technologies, processes, research and development solutions into existing industry practices and linkages to investment capital for inventors who want to commercialize their concepts into products, so that the eventual manufacturing occurs within the California economy.

PILLAR 4. INFRASTRUCTURE/SITE DEVELOPMENT

1. Current Capability

Key infrastructure for the Central Valley includes major goods movement corridors; watersheds and water projects that supply water for most of California; new supplies and transmission of renewable energies; developed industrial sites and facilities, and broadband networks. Logistics/goods movement is a major economic engine in the region. The region has sophisticated, logistical services at ports, airports, industrial parks, and agricultural/processing operations. There are vacant ag-related industrial facilities given shifts in agricultural production practices, and opportunity to repurpose existing packing, distribution and manufacturing facilities for more regionally-focused food system manufacturing and supply chain networks.

Transportation. In the statewide [Goods Movement Action Plan](#), the California Department of Transportation designated the Central Valley as one of State's four major international trade corridors. The Central Valley has a diverse internal economy and plays a major role in the distribution of agricultural products, processed food, and energy products throughout California, the United States, and world. People and goods movement utilizes four major modes of transportation: truck, railways, water, and air¹⁹.

Water and Energy Capacity and Systems. Water is the lifeblood of agriculture. The vast Sierra Nevada watershed that flows into the Sacramento-San Joaquin Delta is the hub of California's two largest water systems serving the entire state — the Federal Central Valley Project and the State Water Project. Current drought conditions, population growth, ecosystem conditions, climate change impacts, and operational and regulatory decisions have exacerbated water availability and environmental sustainability statewide. Central Valley is a leader in generation of renewable energy sources from wind, solar, biomass, and co-generation, and transmission of energy through the development of Smart Grid technologies.

Broadband. There have been new broadband infrastructure projects in both rural and urban areas that have greatly improved capacity and speeds. Broadband is a critical 21st century infrastructure and a core enabling technology for agricultural technology, which is one of the fastest growing technology areas, especially as agriculture moves into the era of "big data."

Land Use/Sprawl/Pollution. Conversion of agricultural lands to urban and others uses is a strong concern. The CV's combined 15 MPOs (Metropolitan Planning Organizations) and regional [Councils of Governments \(COGs\)](#), along with local jurisdictions, created Regional Blueprint Plans for more sustainable growth patterns to preserve farm lands and working landscapes and support agriculture and rural economies. The plans direct infrastructure investments to priority growth areas. Due to the CV's poor air quality, particularly in the San Joaquin Valley, there are tight restrictions on greenhouse gas emissions. Manufacturing is subject to stringent environmental standards. Since the passage of AB 32 in California, firms have implemented efforts to reduce their carbon footprint. Many jurisdictions have directed the development of manufacturing sites to existing industrial zoned areas or agricultural land that is no longer in production.

¹⁹ [San Joaquin Valley Goods Movement Plan, Final Report, August 2013.](#)

2. Current Institutions for Improving Capability

Between the CV's MPOs/COGs, EDCs and local jurisdictions there is capacity for on-going mapping and analysis to identify appropriate sites for new manufacturing activity, and the investments needed to make them "implementation ready." The cost and status of prospective sites varies across the Central Valley. Many are located along major transportation corridors (i.e. SR-99, I-5, I-80) where logistics and distribution infrastructure is established. There are many sites across the region can be made "implementation ready" by resolving important reuse issues and infrastructure gaps (i.e. water/wastewater capacity, broadband, roadway upgrades, etc.) with targeted investments. They are a mix of publicly owned (i.e. former military bases) and privately owned sites. A new opportunity, as documented by the Sacramento Area Council of Governments, is smaller scale food hubs and processing facilities that have a smaller environmental footprint and are more agile in terms of responding to fast growing market demands to have more locally grown foods reach local and regional markets.

3. Gap

Whether urban or rural, there are not enough "implementation ready" sites in the Central Valley. For example, in transportation there is a need for increased short-haul investments, funding to improve rail corridor infrastructure, rural road conditions and movement of rural goods from ports. There are similar infrastructure gaps in sites and facilities; water; broadband; and energy. These gaps range from lack of shovel ready development sites, challenges with water availability, lack of business-grade broadband speeds throughout the region, high costs of electricity for manufacturers throughout the region, and more.

Additionally, the SACOG Rural-Urban Connections Strategy (RUCS) identified a major barrier in increasing the sourcing and delivery of locally grown foods into local market channels. At present, only two percent of the 1.9 million pounds of food consumed in the region is grown in the region, in spite of the incredible richness of the region's agricultural bounty. The barrier is the lack of mid-level aggregation, processing and distribution facilities, including food hubs, and the infrastructure and sites on which to locate them. There is a major opportunity to fill this gap.

4. Plans

Major plans are being implemented for projects that will contribute to the economic competitiveness of the region and U.S. as a whole by improving efficiency, reliability, sustainability and/or cost-competitiveness in the movement of workers and goods, and creating jobs in the KTS. Examples are site development planning that will improve capacity in existing urbanized areas that have infrastructure, utilities, transportation access, and can serve as centralized hubs, while also contributing to the economic revitalization of the region's rural communities. AgPlus will support the development of capacity and valuable planning and business development tools through the development and deployment of SACOG's Rural-Urban Connections Strategy (RUCS) project. This project will greatly improve the capacity of the region to respond to market opportunities and for communities to be prepared for economic development projects, including food hubs with specialized processing.

PILLAR 5. TRADE AND INTERNATIONAL INVESTMENT

1. Current Capability

The estimated value of value of AgPlus region agricultural products was \$11 billion in 2011²⁰. In 2012, agricultural manufacturing in the San Joaquin Valley accounted for the second highest level of exports of all industries in the region, at \$2.24 billion. Almost 40 percent of all regional exports derived from the overall value chain cluster totaled about \$7 billion. Ag manufacturing exports grew at a rate of 84 percent from 2003 to 2012, the second highest growth rate in the top ten export states. Export growth between 2010 and 2012 was 17 percent.²¹ In 2012, the total value of exports from the Sacramento region was \$7.42 billion or 7 percent of all output. This ranked the region 48th out of 100 metro areas on the total value of its exports and 95th on export intensity.²² While it is difficult to identify a specific number of international KTS firms, major exports include commodities and processed products such as rice, walnuts, almonds, other nuts. There is a strong and growing demand for California products. Major Pacific Rim markets include Mexico, Canada, China, Japan, South Korea and emerging markets in countries such as India. Several Japanese food processing companies have their U.S. headquarters in the Sacramento Region, a growing magnet for investment by international companies.

²⁰ USDA National Agricultural Statistics Services, 2011.

²¹ Snapshot of The Agricultural Manufacturing Ecosystem, Collaborative Economics, March 2014, p. 9.

²² California Capital Region Metropolitan Export Plan Fact Sheet, information from Center for Strategic Economic Research.

2. Current Institutions for Improving Capability

The Centers for International Trade Development (CITD) provide a full range of trade assistance services to companies and individuals. Free or low-cost programs and services include one-on-one technical assistance and consulting, market research, training and educational programs, trade leads and special events. CITDs also offer international inbound and outbound trade missions with representatives from around the world. There are 4 CITDs located in the Central Valley (Fresno, Merced, Sacramento and Shasta Counties).

The Fresno County-based CITD is the statewide trade hub for food and agriculture. Its California Agricultural Export Training Program (CalAgX) benefits the producers, processors and marketers of California grown or processed specialty crops. U.S. Export Assistance Centers (EACs) help U.S. based businesses develop and expand their revenue streams from potential foreign markets. They assist small-to-medium sized firms that have the capabilities to export a product and/or service. There are 3 EACs in the CV (Bakersfield, Fresno and Sacramento) that provide assistance with global market research; international sales channel development and management; global promotion and advertising; export and trade finance; foreign government regulations; and international documentary requirements.

The Northern California World Trade Center serves firms stretching from the Central Valley to Napa-Sonoma, Sacramento Region, and Bay Area Foreign Trade Zones. Services include: education and training on issues such as rules and regulations; interactions with Foreign Consulates and commerce officials from California's largest trading partners; trade missions; import-export webinar series; international trading; financial and global banking services; logistics and legal services; market research; and others. The Center was the lead organization in the region's participation in the Brookings Institution's Global Cities Initiative through which the Capital Region Export Plan was developed. The City of Fresno is also participating in the Global Cities Initiative.

The California Asian Chamber of Commerce helps manufacturers to access international markets in Asia, primarily China. Its [International Business Exchange Program \(IBX\)](#) includes training on bid and procurement processes, web-based supplier diversity, outbound trade missions, and foreign direct investment. It also sponsors the California Center in Shanghai, China and has plans of adding a second center in Chongqing, China. The Chamber has developed a technology platform for customized and culturally sensitive outreach to communities of color and disadvantaged business enterprises.

3. Gaps

The Capital Region Export Plan revealed that the region is dramatically under exporting. The plan outlines strategies to streamline and enhance the international trade ecosystem and the exporting capacity of mid-sized goods producers. There are many barriers to increasing exports. Ensuring that value-added processing occurs in the Central Valley will provide more products for export. The existing Foreign Trade Zones are under-utilized. Overall, additional training and capacity with businesses, especially small businesses, in trade and exporting and opportunities to connect with global markets are needed. The Central Valley needs a cohesive strategy to attract and monitor foreign direct investment (FDI) activity into the region.

4. Plans

AgPlus will increase trade literacy among KTS businesses in the Central Valley by expanding existing training models and services in the entire region through the CITDs, expanding its CalAgX training program to other community colleges. The Northern California Trade Center and the CalAsian Chamber of Commerce will develop resources such as international business mentoring programs and online platforms to facilitate export promotion and expand markets.

AgPlus will offer to host a 'Made in Rural America' export-focused regional forum to help its rural businesses take advantage of new market opportunities, providing training from experienced exporters and federal officials on the basics of exporting, accessing federal support, and participating in major trade events and trade shows across the country, as well as overseas trade missions. Additional export counseling and training, including information on the BusinessUSA online platform, will be delivered to rural business through collaboration with U.S. Export Assistance Center and USDA field staff. Promotional efforts of CV rural-produced goods and services at promotion events will be enhanced, with focus given to biofuels and food manufacturing.

PILLAR 6. OPERATIONAL IMPROVEMENT AND CAPITAL ACCESS

1. Current Capability

The Central Valley has several utilities and financing entities that are proactively partnering with companies to help them reduce business operational costs while maintaining or increasing performance, and accessing capital. Other financing and business support operations are discussed under the Research and Innovation discussion. Local Institutions/Programs for Operational Costs Capital include: Pacific Gas and Electric (PG&E); Sacramento Municipal Utility District (SMUD); The Southern California Gas Company; Fresno Community Development Financial Institution; AgTech Innovation Fund; Central Valley Fund; San Joaquin Angels; 530 Angels Network; CaliforniaFIRST; California Air Resource Board; and California Local Air District/Air Pollution Control District.

2. Gaps

A major gap is comparatively low levels of investment in the Central Valley although there are many viable investment opportunities. California attracts the bulk of global venture capital (VC) investment in most technology areas but the Central Valley only attracts a very small percentage. The San Joaquin Valley does outperform many U.S. states in terms of securing investment in start-up companies in agricultural technology, which includes bioenergy, water technology, and “smart” agricultural technology. The majority of the investment has been in bioenergy. However, it accounts for only seven percent of total investment in California start-up companies in this area.²³ Between 2005 and 2010, the Sacramento region captured only 0.5 percent of all venture capital investment in the State; there were 10 venture capital deals in the ag and food cluster.²⁴ The elimination of Enterprise Zones and Redevelopment Agencies in California removed major economic development assistance tools. Better information on existing institutions available to assist businesses with operational improvements and financing is needed.

3. Plans

The AgPlus Implementation Strategy will include assessing the feasibility of developing a regional finance fund for businesses and infrastructure in the region with a focus on supporting food and ag enterprises. Valley Vision has initiated a planning process to assess the feasibility and is working with USDA Rural Development California, investment banks, SARTA and other fund developers on the possible design of a fund.

CENTRAL VALLEY AGPLUS IMPLEMENTATION STRATEGY

The Central Valley’s food and beverage processing manufacturing KTS has strong growth potential but many gaps to be addressed. Food and beverage manufacturing methods in the 21st century are increasingly automated, with processes requiring a higher skilled workforce that is both mechanically and technologically proficient. Establishments nimble enough to capitalize on new technologies will become more competitive in the global market by reducing inefficiencies, operating costs, and detrimental environmental impacts.

In the Central Valley, a significantly larger pool of qualified workers must be trained to supply food and beverage manufacturers with the talent pipeline of workers they need. New market and regulatory needs require strategic development and redevelopment of land, facilities and infrastructure. Academia and industry partnerships are needed to develop, fund and commercialize a greater number of technologies that support operational improvements and create new business opportunities. Capacity must be built enabling small to medium-sized manufacturers to participate up and down the supply chain as integrated value chain partners and help reduce industry manufacturing output leakage. Lastly, trade literacy efforts must expand to capacitate businesses in their ability to successfully access foreign markets.

The AgPlus Implementation Strategy is a set of eight integrated strategies and proposed catalytic public and private investments across the Six Pillars, targeted to improve key gaps and maximize the potential for businesses to generate greater output value, create well-paying jobs, and attract private investment. They will leverage existing assets to accelerate investment in the development and application of cutting-edge technologies that will make the Central Valley food and beverage manufacturing KTS uniquely competitive. This in turn will advance

²³ “Snapshot of the Agricultural Manufacturing Ecosystem in the San Joaquin Valley,” Collaborative Economics, March 2014, p. 16.

²⁴ “Next Economy” Research Report,” Center for Strategic Economic Research, March 2012, p. 29.

regional prosperity and the Central Valley's role as a center of innovation and leadership for food and beverage manufacturing competitiveness and sustainability.

AgPlus Consortium members will lead these strategies and engage their rich network of partners, businesses, and state and federal agencies in a coordinated and collaborative process of implementation, building upon innovative regional partnership initiatives already underway. Each strategy identifies leads and partner organizations, and an implementation plan with time frame, activities and milestones.

Strategy 1: K-16 Food and Beverage Manufacturing Career Pathways

Pillar: Workforce and Training

The AgPlus Consortium will leverage new state investments in 11 Central Valley Career Pathways Trust projects, as well as existing models, to develop more aligned and fully integrated career pathways in food and beverage manufacturing industries, connecting businesses, K-12 schools and community colleges. Components include a stronger focus on Career Technical Education (CTE) in K-12 education and earn and learn models, focusing on STEM-related curriculum development and successful student transition to higher education, and replicating paid internship and career awareness models across the region.

The models include the Valley Industry Partnership (VIP) internship programs and Careers in Manufacturing. The VIP program is a partnership at Fresno State between leading companies including food processors and the Lyles College of Engineering, providing paid internships. AgPlus will explore the opportunity to move the program from four year to two year institutions. Careers in Manufacturing is a partnership program of the Manufacturers Council of the Central Valley, with employers, educators and workforce development professionals. It is designed to increase the number of young people considering and training for careers in manufacturing and fill current and projected job openings, using outreach programs, employment and incentives for students to pursue additional education.

Co-Leads: Next-Ed, Center for Land-Based Learning

Partners: Central Valley Career Pathways Trust projects, Manufacturers Council of the Central Valley, Local Workforce Investment Boards, Los Rios Community College District, Central Region Consortium, North/Far North Region Consortium, Fresno State, UC Davis, Chico State, PackageOne, Inc., Chancellor's Office of the California Community Colleges, the California Workforce Investment Board (CWIB)

Implementation Plan		
Time Frame	Activity	Milestone
0-2 years (Short term)	<ul style="list-style-type: none"> • Convene Workforce and Training Working Group to determine the framework and work plan • Convene Central Valley Career Pathways Trust programs to identify program focus, areas of commonality, and gaps • Define full food manufacturing career pathways • Work with community colleges to assess potential for VIP program to move to 2 year institution • Identify potential replication sites for Careers in Manufacturing Program and VIP program • Coordinate with UC Davis to further map pathways, especially on food science programs 	<ul style="list-style-type: none"> • Lead and partners confirmed • Inventory and gap identification of existing food manufacturing pathways programs • Definition of food manufacturing pathways • Identification of possible pilot sites for replication of VIP program and Careers in Manufacturing Program • Added higher ed pathways defined • One new program each of VIP and Careers in Manufacturing programs is put into place
3-5 Years (Mid-term)	<ul style="list-style-type: none"> • Expand VIP and Careers in Manufacturing Programs to other campuses 	<ul style="list-style-type: none"> • Pilot site in place for expanded food manufacturing pathways project

5-10 years (Long Term)	<ul style="list-style-type: none"> • Support VIP and Careers in Manufacturing Programs across the region 	<ul style="list-style-type: none"> • Increased amount of pathways programs aligning elementary to higher education VIP and manufacturing pathways
Long term outcome: Decrease the unemployment rate		

Strategy 2: Community College-Industry Curriculum and Training Alignment

Pillar: Workforce and Training

AgPlus Consortium community college members will collaborate across the region on aligning their food and beverage manufacturing training curricula to begin producing a standardized supply of labor for KTS businesses throughout the Central Valley. With assistance from their Advanced Manufacturing Deputy Sector Navigators, the 13 member colleges of the Mother Lode/Central Region Consortium (ML/CRC) and the 15 member colleges of the North/Far North Regional Consortium (N/FNRC) will engage KTS businesses in developing standardized courses, degrees and certificate training programs that meet the needs of the Central Valley's food and beverage manufacturers. The AgPlus Consortium will work with the Chancellor's Office of the California Community Colleges to ensure policy and resource alignment, and implementation support.

The ML/CRC and N/FNRC also will develop additional industry-vetted skill standards guides for a series of occupations within the KTS. Skills standards provide ways to upgrade skills, target education and training resources, shape curricula, and provide workers with portability of skills. The first skill standards guide was produced by the ML/CRC in 2013 through the Central Region Consortium's C6 pilot, focused on food manufacturing maintenance mechanics. Additional guides will focus on selected high demand KTS occupations such as programmable logic controller (PLC) technician, machinist, and filling machine operator. Other occupations will be added as the Strategy is implemented.

Leads: West Hills Community College District, Mother Lode/Central Region Consortium and North/Far North Regional Consortium

Partners: Advanced Manufacturing Deputy Sector Navigators (California Community Colleges), regional Workforce Investment Boards, Manufacturers Council of the Central Valley, California League of Food Processors, California Manufacturing and Technology Association, JBT FoodTech, PackageOne, Inc., Chancellor's Office of the California Community Colleges, California Workforce Investment Board

Implementation Plan		
Time Frame	Activity	Milestone
0-2 years (Short term)	<ul style="list-style-type: none"> • Convene Workforce and Training Working Group to determine framework and work plan • Develop and disseminate curriculum alignment framework • Identify funding sources • Vet initial alignment pilot(s) with industry and determine sites(s); prepare TAACT application • Determine occupation for second and third Skill Standards Guide • Expand standardized training programs and curriculum to additional colleges in region 	<ul style="list-style-type: none"> • Curriculum alignment framework confirmed • Lead and partners confirmed • DOL TAACT application submitted • Initial alignment pilot(s) launched • Additional colleges adopt training programs and curriculum alignment • Second and Third Skill Standards Guide produced with industry input
3-5 Years (Mid-term)	<ul style="list-style-type: none"> • Expand standardized training programs and curriculum to additional colleges in region • Determine occupation for fourth Skill Standards Guide 	<ul style="list-style-type: none"> • Additional colleges adopt training programs and curriculum alignment • Fourth Skill Standards Guide produced with industry input
5-10 years (Long term)	<ul style="list-style-type: none"> • Disseminate best practices 	<ul style="list-style-type: none"> • Standardized training programs and curriculum institutionalized

	<ul style="list-style-type: none"> • Expand standardized training programs and curriculum to remaining colleges in region 	
Long term outcomes: Workforce trained for middle skill jobs Reduce the import of workers into the region		

Strategy 3: Supplier Mapping and Match-Making

Pillar: Supplier Networks

The AgPlus Consortium will conduct a thorough KTS supplier chain mapping project to identify additional opportunities for value chain integration, output leakage reduction and improved infrastructure. This effort will be led by Co-Applicants with assistance from region's EDCs, the Northeastern California (NEC) and UC Merced (UCM) SBDCs and the two MEPs (Manufacturing Extension Partnerships) in California—Manex and CNMI. The Co-Applicants will exercise the option to commission a specialized firm in supply chain mapping such as Supply Chain Visions ®.

The AgPlus Consortium will leverage supply chain mapping to facilitate match-making opportunities between KTS businesses, SMMs, investors (both foreign and domestic) and researchers. Consortium members, especially the SBDCs, EDCs, the Chambers of Commerce, and city and county economic developer leads will identify priority targets for business expansion, attraction and start-ups to fill gaps in the supply chain. Match-making will occur via showcase events such as the Fresno Food Expo and future expanded events. Opportunities for new business development will be connected to other AgPlus assets including strategies for commercializing technologies, workforce development and capital access.

Leads: Co-Applicants

Partners: Economic Development Corporations (EDCs), NEC SBDC, UCM SBDC, City of Fresno, City of Sacramento, City of West Sacramento, City of Sonora, City of Chico, and Manufacturing Extension Partnerships (MEPs), SacMetro Chamber of Commerce, CalAsian Pacific Chamber of Commerce, Davis Chamber of Commerce, PackageOne, Inc., the California League of Food Processing, California Manufacturing and Technology Association (CMTA), GO-Biz

Implementation Plan		
Time Frame	Activity	Milestone
0-2 years (Short term)	<ul style="list-style-type: none"> • Convene the Supplier Network Work Group, Leads and Partners to confirm framework and strategy • Issue RFP for supply chain mapping consultant (2 year contract) • Identify funding sources for match-making events • Leads and Partners facilitate supply chain mapping consultant access to KTS businesses, SMMs, partners • Leads and Partners organize food and beverage expo in region 	<ul style="list-style-type: none"> • Schedule of implementation confirmed • RFP issued • Multiple funding applications submitted • Supply chain mapping consultant selected and begins scope of work • Funding source is secured • Supply chain mapping consultant produces preliminary findings • Annual food and beverage expo launched in City of Sacramento
3-5 years (Mid-term)	<ul style="list-style-type: none"> • Leads and Partners continue to facilitate Central Valley forums for consultant to deliver final findings to AgPlus Consortium and KTS • Leads and Partners plan and organize additional food and beverage expos in region • AgPlus utilizes supply chain mapping to reduce leakage and create value chain integration opportunities for KTS SMMs; map is updated 	<ul style="list-style-type: none"> • Supply chain mapping consultant produces final findings in report format and presentation(s) • Annual food and beverage expo launched in City of Chico and City of Sonora • Central Valley AgPlus output leakage is reduced by at least 5%

5-10 years (Long Term)	<ul style="list-style-type: none"> AgPlus continues to use supply chain mapping to reduce leakage and create value chain integration opportunities; map is updated 	<ul style="list-style-type: none"> Central Valley AgPlus output leakage is reduced by at least 10%
Long term outcome: Reduce Central Valley AgPlus output leakage by at least 10%		

Strategy 4: Central Valley AgPlus University Research Partnership

Pillar: Research and Innovation

This strategy will strengthen collaboration among the Central Valley's top research universities and industry. It includes a partnerships between UC Davis's World Food Center and Fresno State to launch a new University/Industry Collaborative Research Center with food companies to develop technology solutions to improve the water and energy efficiency of our food industries. This partnership will strengthen the research nexus between the two areas and provide KTS businesses in the Central Valley (and elsewhere) with greater solutions to their production, operational costs and sustainability challenges through a region-wide university-industry network focused on identifying new research priorities and technology transfer opportunities shaped by their input.

In addition, more research and innovation showcase events will be organized to facilitate more sustained connections between university faculty, national laboratories, KTS businesses, global technology companies, and investors, within the region and beyond. The World Food Center and SARTA will partner to host quarterly regional networking events to connect entrepreneurs to support industries and mentors. The World Food Center also will host an annual national agriculture and food technology showcase event to highlight emerging technologies, companies and investment opportunities in the region. Regional showcase events will be replicated across the region.

Leads: UC Davis World Food Center, International Center for Water Technology at Fresno State

Partners: UC Merced Research Institute (UCMERI), UC Davis Graduate School of Management, Chico State, Sacramento Area Regional Technology Alliance (SARTA) and iHubs, AgTech Innovation Fund, California League of Food Processors, California Rice Commission and other industry associations such as the Almond Board, GO-Biz, California Department of Food and Ag

Implementation Plan		
Time Frame	Activity	Milestone
0-2 Years (short term)	<ul style="list-style-type: none"> Convene the Research & Innovation Work Group, Leads and partners around framework and strategy Identify funding sources (e.g., NSF Industry/University Cooperative Research Centers (I/UCRC) grant) Identify intra-university research project opportunities Leads and Partners plan and host national and regional innovation showcase events in two years Intra-university research project development continues 	<ul style="list-style-type: none"> Schedule of implementation and partnership agreements confirmed Funding applications submitted First intra-university research project developed Annual national innovation showcase events hosted Additional intra-university research projects developed Funding source secured Annual innovation showcase event launched in Fresno
3-4 years (mid-term)	<ul style="list-style-type: none"> Leads and Partners plan and organize additional innovation showcase event Intra-university research project development continues 	<ul style="list-style-type: none"> Annual innovation showcase events launched in Merced and Chico Additional intra-university research projects developed
5-10 years (Long term)	<ul style="list-style-type: none"> Leads and Partners continue planning and organizing of annual innovation showcase events Intra-university research project development continues 	<ul style="list-style-type: none"> Annual innovation showcase events in Sacramento, Fresno, Merced and Chico are 50% self-sustainable with KTS business investments

		<ul style="list-style-type: none"> • At least 10 intra-university research projects completed and 4 technology transfer projects
Long term outcome: Increase resource efficiency and sustainability of manufacturing and increase private sector investment		

Strategy 5: Central Valley Innovation Hub (iHub) Network

Pillar: Research and Innovation

The AgPlus Consortium will leverage existing California Governor's Office of Business and Economic Development (GO-Biz) designated iHubs to expand the availability of Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) training and technical assistance to Central Valley KTS businesses, university faculty and researchers. Together the NEC SBDC and UCM SBDC provide coverage to the entire Central Valley AgPlus region. These two organizations, one of which is administered by Co-Applicant the Center for Economic Development at Chico State (the NEC SBDC), will connect and enhance regional iHubs by building additional capacity among small business consultants to assist with SBIR/STTR applications. SBIR/STTR application training workshops will increase from the current 2 per year in order to enable a greater number of SMMs to commercialize new technologies and expand into new markets.

Leads: Northeastern California SBDC Regional Network (NEC SBDC) and UC Merced SBDC Regional Network (UCM SBDC)

Partners: California Network for Manufacturing Innovation (CNMI) iHub, Central California iHub, iHub San Joaquin, Innovate North State iHub, and Sacramento iHub (SARTA), Solano SBD, UC Davis Venture Catalyst, Sacramento SBDC, GO-Biz

Implementation Plan		
Time Frame	Activity	Milestone
0-2 years (short term)	<ul style="list-style-type: none"> • Convene Research & Innovation Work Group, Leads and partners around framework and strategy • Identify funding sources • Provide SBIR/STTR training workshops to iHub, NEC SBDC and UCM SBDC small business consultants • Provide SBIR/STTR training to SMMs • Provide SBIR/STTR application consultations to SMMs 	<ul style="list-style-type: none"> • Additional small business consultants in region equipped with SBIR/STTR application capacity • SBA Regional Innovation Clusters Program grant submitted • Additional SBIR/STTR applications submitted by regional SMMs • 4 annual application training workshops are provided in year 1, 6 provided in year 2
3-5 years (mid-term)	<ul style="list-style-type: none"> • Continue providing SBIR/STTR training to SMMs • Continue providing SBIR/STTR application consultations to SMMs 	<ul style="list-style-type: none"> • Additional SBIR/STTR applications are submitted by regional SMMs • 7 annual SBIR/STTR application training workshops are provided • A minimum of 4 SBIR/STTR grants are awarded to SMMs in region
5-10 years (Long term)	<ul style="list-style-type: none"> • Continue providing SBIR/STTR training to SMMs • Continue providing application consultations to SMMs 	<ul style="list-style-type: none"> • A minimum of 8 SBIR/STTR grants are awarded to SMMs in the region
Long term outcome: Increase resource efficiency and sustainability of manufacturing and Increase private investment in manufacturing		

Strategy 6: Rural-Urban Connections Strategy (RUCS) Planning Tools

Pillar: Infrastructure/Site Development

The AgPlus Consortium will facilitate the ability of communities throughout the region to utilize the planning and business tools developed by the Sacramento Area Council of Governments (SACOG) for its award winning work through Rural-Urban Connections Strategy (RUCS). The planning tools help determine alternatives for land use including varied cropping patterns; site development capacities for mid-scale agricultural infrastructure for manufacturing and value-added facilities such as food hubs, culinary kitchens and food processing incubators; and required infrastructure improvements for manufacturing sites and transportation corridors to get agricultural products to the marketplace.

The tools promote more sustainable land use patterns to keep farmlands in production, support more cost-effective infrastructure investments, and promote rural economic development. They include feasibility studies and business plans for mid-scale food hubs with niche food processing facilities, geared to move more locally products into the local market place. These facilities can be developed at a variety of scales throughout the region, feeding into larger distribution channels. The project includes case studies for counties and communities to apply the tools. Models quantify the costs of transportation and other needed infrastructure improvements. This project will assist communities and Councils of Governments (COGs) in the use of the planning tools.

Leads: Sacramento Area Council of Governments (SACOG)

Partners: Councils of Governments (COGs), cities of Chico, Davis, Fresno, Merced, Sacramento, Sonora, West Sacramento, Winters and others; Sacramento County, Yolo County, Sacramento Housing and Redevelopment Agency, and others, EDCs, California Department of Food and Ag, GO-Biz, California Health and Human Services Agency, USDA Rural Development California

Implementation Plan		
Time Frame	Activity	Milestone
0-2 years (Short term)	<ul style="list-style-type: none">• Convene Infrastructure/Site Development Work Group, Leads and partners to confirm framework and strategy• Work with regional councils of governments and jurisdictions to identify potential locations for development of customized planning tools• Prepare funding proposal• Identify locations for case studies within the Sacramento region and elsewhere across the Central Valley and customize business tools• Gather data and conduct analysis for next RUCS scenarios planning site locations• Conduct two case studies across the Central Valley	<ul style="list-style-type: none">• Potential communities of interest identified across the region• One new case study site within the Sacramento identified and two sites identified across the region• Data gathered for site location study• Sacramento region case study and two Central Valley case studies are completed• Capacity building provided
3-5 years (Mid-term)	<ul style="list-style-type: none">• Gather data and conduct analysis for next RUCS scenarios planning site locations• Conduct two case studies across the Central Valley• Update RUCS planning tools	<ul style="list-style-type: none">• Two Central Valley case studies are completed• Capacity building provided• Updates completed
5-10 years (Long-term)	<ul style="list-style-type: none">• Complete development and delivery of planning tools and capacity building	<ul style="list-style-type: none">• Central Valley COGs have RUCS planning tools in place
Long term outcome: Create more value add processing in the Central Valley		

Strategy 7: Central Valley Export Training Program

Pillar: Trade and International Investment

The AgPlus Consortium will increase trade literacy among KTS businesses in the Central Valley by expanding existing training models and services to the entire region. There are 4 CITDs in the Central Valley residing at community colleges in the Cities of Fresno, Merced, Redding and Sacramento. The Fresno CITD is the statewide food and agricultural hub. It currently offers its 6-session California Agricultural Export (CalAgX) training program to KTS businesses concurrently in the Cities of Fresno and Sacramento. Through the California State

Trade and Export Promotion (California STEP) project, the AgPlus Consortium will expand the Fresno CITD CalAgX training program to other community colleges in the Central Valley including the CITD in Redding. Los Rios' CITD's USDA grant will be leveraged to provide regional ag export business and workforce training. The Northern California World Trade Center will develop an international business mentoring program, expand on Exporter Roundtable Series, and develop an online platform for easy access to export information and resources. Among other activities, the CalAsian Chamber of Commerce will provide customized and culturally sensitive outreach to communities of color and disadvantaged business enterprises (DBEs) in the Central Valley. These effort will facilitate export promotion and expand markets, particularly to Pacific Rim Trade countries in Asia, for a greater number of KTS businesses. Along with learning about the requirements for exporting, KTS businesses, including SMMs, will be able to take part in inbound and outbound trade missions and foreign direct investment opportunities such as the EB-5 visa program.

Leads: Centers for International Trade Development (CITDs), CalAsian Chamber of Commerce, Northern California World Trade Center

Partners: GO-Biz, SBDC networks, Davis Chamber of Commerce, U.S. Commercial Service

Implementation Plan		
Time Frame	Activity	Milestone
0-2 years (Short term)	<ul style="list-style-type: none"> • Convene Trade and International Investment Working Group, Leads and Partners to confirm framework and strategy • Identify funding sources • Participate in Fresno or Sacramento CalAgX training program, and plan and organize additional CalAgX training program with CITD in Redding • Provide training for rural ag-related businesses 	<ul style="list-style-type: none"> • Schedule of implementation confirmed • Funding applications submitted, including USDA Rural Business Development Grant • Training provided • Funding source secured
3-5 years (mid-term)	<ul style="list-style-type: none"> • Plan and organize additional CalAgX training programs with Butte and Columbia Colleges • Identify additional funding sources for expansion and sustainability • Plan and organize additional CalAgX training programs • Identify additional funding sources for expansion and sustainability 	<ul style="list-style-type: none"> • CalAgX training program with CITD in Redding launched • CalAgX training program with Butte and Columbia Colleges launched • Additional funding sources secured, including investments from KTS businesses
5-10 years (long term)	<ul style="list-style-type: none"> • Additional funding sources identified for sustainability 	<ul style="list-style-type: none"> • A total of 8 CalAgX training programs established in Central Valley AgPlus region • All training programs sustainable from KTS business investments
Long term outcome: Grow the number of jobs in the food and agriculture manufacturing sector		

Strategy 8: Regional Finance Fund (Fund of Funds)

Pillar: Operational Improvement and Capital Access

The AgPlus Consortium will explore the feasibility of setting up a regional finance fund to provide a new financing vehicle for those who want to invest in regional businesses, social enterprises and infrastructure projects, including in the food and ag industry cluster, and provide new financing resources for businesses and infrastructure projects in the region, especially those facing constraints in accessing capital. The fund could be an aggregator of funds with different streams of funding, including a revolving loan fund that could be set up through the region's CDFIs, of which there are only a few. It would include opportunities for high net worth individuals, unaccredited investors, and those interested in social impact investing.

Valley Vision and other regional partners have been working with the California Financing Opportunities Roundtable (CalFOR) convened by USDA Rural Development California and a wide network of partners and financial institutions, and will lead the process to assess the feasibility of designing and setting up a regional

finance fund. A focus will be to leverage pension funds and other investment resources, including increasing the amount of CDFI funding available in the region. The process also will identify new investment funds in the region so as to better target gaps. The project will leverage a significant investment by the California Endowment through the creation of the California Freshworks Fund (for food-related ventures) and the new SlingShot project funded by the California Workforce Investment Board wherein regional partners will identify capital access gaps in the innovation ecosystem.

Leads: Valley Vision, Central Valley Fund, 3CORE

Partners: SARTA, Investment bankers, AgTech Innovation Fund, SlingShot partners including local Workforce Investment Boards, jurisdictions, UC Davis Sustainable Ag Tech Innovation Center, GO-Biz, USDA Rural Development California, SBA regional office

Implementation Plan		
Time Frame	Activity	Milestone
0-2 years (short term)	<ul style="list-style-type: none"> • Convene Operational Improvement and Capital Access Work Group, Leads and partners to confirm framework and strategy • Convene stakeholders to assess interest in participation • Conduct inventory of other regional funds • Identify potential funding sources to conduct the feasibility assessment, due diligence and design phases • Conduct research on fund design alternatives, including consultation with subject area experts, state pension funds • Prepare draft fund design and cost estimates • Identify potential investors and sources of capital for the fund • Set up fund, conduct legal due diligence • Identify funding strategies to capitalize the fund and secure fund administrator 	<ul style="list-style-type: none"> • Potential commitments identified • Funding sources secured for full planning and feasibility/design process • Draft design study completed • Design completed and fund set up
3-5 years (mid-term)	<ul style="list-style-type: none"> • Begin operations of the Fund • Fund fully operational, continue to capitalize fund 	<ul style="list-style-type: none"> • Fund initiated • Fund fully operational
5-10 years (long term)	<ul style="list-style-type: none"> • Fund fully operational 	<ul style="list-style-type: none"> • Fund fully operational
Long term outcome: Fund supports regional businesses, social enterprises and infrastructure projects		

The cost benefit analysis, demonstrating how the proposed public good investments exceed the project costs, is included in our Performance Measurement and Impact Evaluation Plan section because it relates directly to our project metrics.

Central Valley AgPlus Food and Beverage Manufacturing Consortium Performance Measurement and Impact Evaluation Plan and Project Cost Benefit Analysis

The AgPlus Implementation Strategy is a set of eight integrated strategies and proposed catalytic public and private investments across the Six Pillars, targeted to improve key gaps and maximize the potential for businesses to generate greater output value, create well-paying jobs, and attract private investment. They will leverage existing assets to accelerate investment in the development and application of cutting-edge technologies that will make the Central Valley food and beverage manufacturing KTS uniquely competitive. This in turn will advance regional prosperity and the Central Valley's role as a center of innovation and leadership for food and beverage manufacturing competitiveness and sustainability.

This document presents the Performance Measurement and Impact Evaluation and Project Cost Benefit Analysis for the Central Valley Ag Plus Food and Beverage Manufacturing Consortium in this section of the IMCP application as the two components of the project are linked.

Performance Measurement and Impact Evaluation Plan

Our region's long term outcomes, as identified by our implementation plan are:

- **Decrease the unemployment rate**
- **Train workforce for middle skill jobs**
- **Reduce the import of workers into the region**
- **Reduce Central Valley AgPlus output leakage by at least 10%**
- **Improve environmental quality, including increased resource efficiency and sustainability of manufacturing**
- **Increase private investment in manufacturing**
- **Create more value add processing in the Central Valley**
- **Increase product exports**
- **Grow the number of jobs in the food and agriculture manufacturing sector**

The strategies that we will employ to achieve these outcomes include measureable milestones and benchmarks along the way that connect our current conditions to our desired outcomes.

The following table summarizes key milestones and associated metrics that AgPlus will use over ten years to measure the success of proposed "catalyst" projects in addressing ecosystem gaps and contributing to achievement of long-term goals. Targets will be identified upon *Manufacturing Community* designation.

Strategy	Key Milestones	Metric
1: K-16 Food and Beverage Manufacturing Career Pathways	<ul style="list-style-type: none"> • Inventory and gap identification of existing food manufacturing pathways programs • Pilot site in place for expanded food manufacturing pathways project • Increased amount of pathways programs aligning elementary to higher education VIP and manufacturing pathways • Decreased unemployment rate¹ 	<ul style="list-style-type: none"> • Inventory and gap identification complete • # programs in place • # of students served, completing program, gaining employment • # of apprenticeships • # who received an increased wage • Unemployment rate (monitored annually, source: Federal Bureau Labor Statistics)
2: Community College-Industry Curriculum and Training Alignment	<ul style="list-style-type: none"> • Initial alignment pilot(s) launched • Skill Standards Guides produced with industry input • Additional colleges adopt training programs and curriculum alignment • Standardized training programs and curriculum institutionalized • Workforce trained for middle skill jobs • Reduce the import of workers into the region 	<ul style="list-style-type: none"> • # colleges adopting training programs and curriculum alignment • Uniform curriculum across colleges • # of veterans, long-term unemployed, disadvantaged served, placed • # of apprenticeships • # who received an increased wage (monitored annually, U.S. Economic Development Department) • # workers from outside region (monitored annually, American Community Survey and On the Map, American Census Bureau)
3. Supplier Mapping and Matchmaking	<ul style="list-style-type: none"> • Annual food and beverage expos launched in City of Sacramento, Chico, Sonora • Use supply chain mapping to reduce leakage and create value chain integration opportunities; map is updated • Reduce Central Valley AgPlus output leakage by at least 10% 	<ul style="list-style-type: none"> • # of food processing companies incubated at commercial kitchens • # of companies trained in small business procurement • # of women-owned companies enrolled in Women-Owned Small Business Federal Contract Program • Increase in # of supply chain firms • Value of supply chain leakage reduced in key target areas (IMPLAN analysis) (monitored annually, source: IMPLAN)
4. Central Valley AgPlus University Research Partnership	<ul style="list-style-type: none"> • Annual national innovation showcase events hosted • Intra-university research projects developed • Funding source secured • Annual innovation showcase events launched and 50% self-sustainable with KTS business investments • At least 10 intra-university research projects completed and 4 technology transfer projects • Improved environmental quality, including increase 	<ul style="list-style-type: none"> • Annual average new patents per 100,000 population • Overall # of start-ups stemming from University R&D • Increase in # of research partnerships with federal labs • # technologies commercialized • Water intensity per unit of production (monitored annually, U.S. Department of Water Resources and U.S. Agricultural Department)

¹ **Bold** indicates long term outcome and metric associated with that outcome. More detailed information about timeframe, frequency and data source is offered. The metric structure is: Metric Name (frequency, data source).

Strategy	Key Milestones	Metric
	resource efficiency and sustainability of manufacturing <ul style="list-style-type: none"> • Increase private investments 	<ul style="list-style-type: none"> • Energy intensity per unit of production (monitored annually, U.S. Department of Energy and U.S. Agricultural Department) • Capital invested (monitored annually, Federal Reserve Bank)
5. Central Valley Innovation Hub (iHub) Network	<ul style="list-style-type: none"> • SBIR/STTR applications submitted by regional SMMs • Increased annual application training workshops are provided • A minimum of 8 SBIR/STTR grants are awarded to SMMs in the region • Improve environmental quality including increase resource efficiency and sustainability of manufacturing • Increase private investment in manufacturing 	<ul style="list-style-type: none"> • # of SMM receiving technical assistance • # of companies incubated at iHubs and other incubator facilities across region • # of high tech manufacturing companies trained, submitting SBIR/STTR proposals • Water intensity per unit of production (monitored annually, U.S. Department of Water Resources and U.S. Agricultural Department) • Energy intensity per unit of production (monitored annually, U.S. Department of Energy and U.S. Agricultural Department) • Capital dollars invested (monitored annually, Federal Reserve Bank) • # of energy efficient investments (monitored annually, Federal Reserve Bank)
6: Rural-Urban Connections Strategy (RUCS) Planning Tools	<ul style="list-style-type: none"> • One new case study site within the Sacramento identified and four sites identified across the region • Capacity building provided • Central Valley COGs have RUCS planning tools in place • Create more value add processing in the Central Valley 	<ul style="list-style-type: none"> • # of shovel ready sites, acres • Funding for infrastructure improvements • Funding for goods movement corridors • Companies locating in industrial space, sq. ft. of new/expanded manufacturing • Amount of biomass cleared from foothills, mountains • Advanced manufacturing businesses by NAICS code (monitored annually, NAICS, U.S. Census Bureau)
Strategy 7: Central Valley Export Training Program	<ul style="list-style-type: none"> • A total of 8 CalAgX training programs established • Additional funding sources secured, including investments from KTS businesses in Central Valley AgPlus region • All training programs sustainable from KTS business investments • Increase product exports 	<ul style="list-style-type: none"> • # trainings offered to manufacturers • Amount of private sector investment • # regional firms participating in international trade (monitored annually, International Trade Development, Northern CA Trade Center) • Value of goods exported (monitored annually, Northern CA Trade Center)
Strategy 8: Regional Finance Fund (Fund of Funds)	<ul style="list-style-type: none"> • Draft design study completed • Design completed and fund set up • Fund initiated • Fund fully operational • Grow the number of jobs in the food and agriculture manufacturing sector 	<ul style="list-style-type: none"> • Venture capital investments • Funding amount/#of revolving or other loans made to manufacturers • # of investment matches made, \$ amounts • # of energy efficient investments • Capital dollars invested (monitored annually, Federal Reserve Bank) • # of ag manufacturing businesses by NAICS code (monitored annually, NAICS, U.S. Census Bureau)

AgPlus is very experienced working with high quality data sets and capable of tracking progress on AgPlus metrics. Many rigorous data sources and analytic techniques were used to prepare this application. The Center for Economic Development, Chico State has extensive economic research and GIS mapping expertise; it prepares county economic profiles every year for all Northern California counties, as well as research such as the North State Innovation Index. Fresno State's Office of Community and Economic Development tracks a core set of economic and other indicators annually for the San Joaquin Valley. Regional partners also have strong capacity in research, modeling and metrics. Valley Vision has an experienced evaluator on staff. AgPlus will evaluate progress of each ecosystem's individual metrics, but also for overall metrics including changes in the regional and sub-regional unemployment rates.

The AgPlus team will create a Steering Committee to review progress towards outcomes. In order to monitor our rate of improvement, we will set a baseline, set (at least annual) benchmarks toward our progress, and use data to monitor our progress.

The Steering Committee will determine specific targets for each pillar, and gather and review data on an annual basis. Benchmarks will be set to monitor and evaluate progress towards outcomes. The Steering Committee will take a participatory approach towards setting and evaluating benchmarks – collaboration within sub regions and throughout the region as a whole will inform the evaluation. Data collection will be both quantitative and qualitative and tools that will be used to analyze and communicate progress include:

Data Collection, Analysis, Communication and Reporting Methods	
Data Collection: <ul style="list-style-type: none"> Establish baseline Quantitative data collection as needed Qualitative data collection, including interviews, surveys, and/or focus groups as needed 	Data Analysis: <ul style="list-style-type: none"> Quantitative data analysis of appropriate data sources using IMPLAN and other analysis tools Geographic Information Systems (GIS) NVivo qualitative data analysis software
Data Communication: <ul style="list-style-type: none"> Sub-regional dissemination of progress through presentation, promotion, and circulation of reports Annual production of data display showing benchmarks, key accomplishments and activities 	Data Reporting: <ul style="list-style-type: none"> Fulfillment of required data reporting Annual Benchmark Reports Final Project Report and presentations

The evaluation process will enable the Steering Committee to make adjustments to correct course throughout the project duration.

Project Investment/Cost Benefit Analysis

Table 1 provides a list of proposed AgPlus Implementation Strategy Investment Projects (strategies) with potential federal funding sources and project assumptions for the AgPlus Cost Benefit Analysis (CBA). The CBA is based on expected costs and outcomes of projects described in the Implementation Strategy. The projects include the six pillars of the manufacturing ecosystem, and will leverage existing federal, state, regional and local investments, as well as new resources committed by Consortium members, especially to scale innovative local and regional models through replication and capacity building. Each project is shown with estimated project costs, identification of potential federal funding sources, and assumptions used. Assumptions are based on near to mid-term investments and outcomes.

Table 1. Implementation Strategy Investment Projects (Strategies)

Pillar/Strategy/Federal Funding Source	Project Assumptions
1. Workforce and Training: <i>K-16 Food and Beverage Manufacturing Career Pathways:</i> U.S. Department of Education, NSF Advanced Technology Education (ATE), Department of Labor (DOL)	PRIORITY AREA. Will leverage new state investments in 11 Central Valley Career Pathways Trust projects – estimate at least \$15 million (of \$63 million) is in ag-food production and manufacturing. Will replicate/expand existing models (VIP Partnership and Careers in Manufacturing) for paid internships, mentoring, etc. which have funding from business and local educational institutions for more fully integrated pathways and stronger focus on CTE.
2. Workforce and Training: <i>Community College-Industry Curriculum and Training Alignment:</i> (DOL Trade Adjustment Assistance Community College Center Training (TAACCT), other DOL funds	PRIORITY AREA: Will replicate and expand the C6 Consortium program of the San Joaquin Valley to region-wide. Based on the success metrics from C6, a \$15 federal investment will be matched by \$10 million in local public funding and \$5 million in private funding.
3. Supplier Networks: <i>Supplier Mapping and Match-Making:</i> EDA, USDA, SBA Accelerator Program for procurement, including for economically disadvantaged	Will do supply chain mapping and facilitate match-making opportunities at showcase expos and other events launched across the region, creating value chain integration opportunities. Assumes \$500,000 for new expos and supply chain mapping; expos generate fees. Target - output leakage reduced by 5% by year 5.
4. Research and Innovation: <i>Central Valley AgPlus University Research Partnership:</i> NSF Industry/University Cooperative Research Center, USDA	Total budget \$1.5 million annually; \$250,000 UC Davis investment, \$550,000 in private sector match, and \$950,000 in federal grants. Also support from Fresno State.
5. Research and Innovation: <i>Central Valley Innovation Hub (iHub Network):</i> SBA, Regional Innovations Cluster Program	Will leverage funding from SBDCs and Chambers of Commerce and business and other sponsorships. Based on past performance of the technology transfer program, it is expected that \$300,000 in investment will drive \$23,117,180 in capital infusion. ²
6. Infrastructure/Site Development: <i>Rural-Urban Connections Strategy (RUCS) Planning Tools:</i> HUD Economic Resilience Planning and Investment Grants, EDA, USDA, EPA Brownfields (possibly)	Tools planning grant/capacity building project estimated at \$3 million for first three years; assumes \$250,000 in private investment, balance a combination of federal, state and local government sources. Hub business plan estimates cumulative capital cost of \$6.4 million by year 6. Assumes financing of 80% of capital cost. Hub breaks even in year 6; positive ROI in year 8 - 35 full time employees. Cities will provide infrastructure impact fee deferments and improvements; state will provides manufacturing tax credits; utilities will provide rebates and incentives.

² Average Phase 1 recipient in California received capital infusion of \$130,502 and average Phase 2 recipient received \$783,845 in 2013.

7. Trade and International Investment: <i>Central Valley Export Training Program:</i> USDA, SBA, EDA	Will expand existing CITD, CalAsian Chamber and Northern California World Trade Center programs and leverage grants and private investments, including investments from KTS businesses. In the long-term, the training programs will be self-sustaining.
8. Operational Improvement and Capital Access: <i>Regional Finance Fund (Fund of Funds):</i> USDA, EDA, U.S. Department of Energy	Will leverage private sector and other public funding to explore the feasibility of creating a regional finance fund; could include a revolving loan fund. Little direct impact in short-term but very large impact if the fund is created.

Table 2 presents the estimates of the CBA for the 8 proposed investment projects. The analysis compares the total public cost to direct and indirect business revenue, employment and tax benefits. The IMPLAN Input-Output model was used to estimate business revenue and tax impacts. Direct federal investment was not considered as a net local business revenue benefit. It is assumed that if this project was not chosen for federal investment, the money would be spent elsewhere in the U.S. Private, state, and local investment used to match federal investment was considered. Net benefit is calculated as business revenue impacts, plus tax impacts, minus federal investment.

Table 2. AgPlus Cost Benefit Analysis (in \$1,000's)

Project	Federal Costs	Other Public Costs	Private Investment	Direct Jobs created (not in 1,000's)	Total region business revenue impact	Federal, state local, tax impacts	Net benefit
1. Career Pathways	\$25,000	\$15,000	\$10,000	852	\$84,656	\$12,713	\$72,369
2. Skills Standards	\$15,000	\$10,000	\$5,000	321	\$50,999	\$7,332	\$43,331
3. Supply Chain Mapping	\$200	\$150	\$150	9	\$890	\$124	\$814
4. I/U Partnership	\$950	\$250	\$550	9	\$3,094	\$376	\$2,520
5. SBIR/STTR Training	\$150	\$75	\$75	98	\$41,548	\$4,945	\$46,344
6a). RUCS - tools	\$1,500	\$1,250	\$250	56	\$5,340	\$743	\$4,583
6b.) RUCS-hub	\$2,000	\$1,000	\$3,400	120	\$11,392	\$1,584	\$10,976
7. Export Training	\$300	\$200	\$300	16	\$1,389	\$199	\$1,288
8. Regional Fund	\$300	\$350	\$350	10	\$1,977	\$192	\$1,869
Total	\$45,400	\$28,275	\$20,075	1,491	\$201,286	\$28,208	\$184,094

Source: Valley Vision, Center for Economic Development, California State University, Chico

It is estimated that approximately \$45 million in federal investments would leverage \$28 million in other public investments and \$20 million in private investment, with a direct job creation impact of approximately 1,491 jobs and a net benefit of almost \$184.1 million. Business training and capacity building projects, as well as infrastructure and site planning capacity building, will likely not generate much employment directly initially, but will catalyze strong job creation in the mid to long-term as these

efforts accelerate business and growth as a result of services delivered, business networks and trade increased, and sites made ready for development.

All told, as reflected in the letters of commitment provided by the Consortium members, their current investment in the manufacturing ecosystem is estimated at more than \$149,878,860, contributed in large part by the Central Valley's education and training institutions, for education and workforce development, research, commercialization of technologies, business services and accelerators, entrepreneurship programs, and industry/university partnerships. Chambers of commerce, trade-related organizations and other economic development groups are investing in business and partner capacity building for commercializing new technologies, supplier chain development, and export potential to reach new markets. Consortium member future commitments for AgPlus projects related to potential federal funding was estimated at \$5,987,900. Most commitments were for education and workforce programs, business capacity building and trade literacy, and support for the regional finance fund.

Estimated non-federal investments shown in Table 2 reflect investments that are currently being made by AgPlus partners and others, in addition to Consortium members. Estimated non-federal investments also include funding sources which the Consortium members will seek as part of the Implementation Strategy.

Letters of Commitment:

1. California State University, Fresno
2. California State University, Chico
3. Tuolumne County Economic Development Authority
4. Valley Vision
5. University of California, Davis
6. AgTech Innovation Fund
7. CalAsian Pacific Chamber of Commerce
8. Center for Land-Based Learning
9. Central/Mother Lode Regional Consortium
10. City of Avenal
11. City of Davis
12. City of Fresno
13. City of Sacramento
14. City of Winters
15. California State University, Fresno Water, Energy, and Technology Center
16. Davis Chamber of Commerce
17. Fresno Community Development Financial Institution
18. JBT FoodTech
19. Los Rios Community College District
20. NextEd
21. Northern California World Trade Center
22. PackageOne, Inc.
23. Sacramento Area Council of Governments
24. Sacramento Employment and Training Agency
25. Sacramento Metropolitan Chamber of Commerce
26. Solano Economic Development Corporation
27. University of California, Merced Small Business Development Center



CALIFORNIA
STATE
UNIVERSITY,
FRESNO

March 24, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Commitment – Central Valley AgPlus Application for IMCP
Manufacturing Community Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of California State University, Fresno (Fresno State) I am writing to express my commitment to the Central Valley AgPlus Food and Beverage Manufacturing Consortium (AgPlus Consortium) being led by our university's Office of Community and Economic Development (OCED), the Center for Economic Development at Chico State, Tuolumne County Economic Development Authority and Valley Vision. This consortium embodies the principles of regional collaboration and engagement that give Fresno State its strength. It is aligned with the university's goal of connecting the region's public and private sector partners to the educational experiences of our students.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$40.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing is the region's major growth opportunity. Here at Fresno State we have embraced this opportunity through our 1,100-acre University Farm Laboratory which supports courses offered by seven departments that comprise the Jordan College of Agricultural Sciences and Technology. The University Farm Laboratory allows our students to immerse themselves and learn in a faculty-supervised industrial setting where they have the opportunity to become food and beverage manufacturers. The on-campus Rue and Gwen Gibson Farm Market offers a wide variety of products that are manufactured by students at the university's creamery, meat lab, and winery.

Fresno State recognizes that the Central Valley is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the region to make food and beverage manufacturing more productive, cost-efficient and sustainable. The 20,000-square-foot Claude Laval Water, Energy and Technology Center, Center for Irrigation Technology, and International Center for Water Technology have made Fresno State a center of testing for irrigation and water flow technology products for over 30 years. Moreover, the 16,320-square-foot, eco-friendly, energy-efficient Foster Farms Poultry Education and Research Facility is the first in the nation to receive certification from the American Humane Association. Its advanced climate-control and feed delivery systems replicate professional poultry production and were designed to enable hands-on research in the areas of poultry nutrition, animal welfare and improved environmental practices. The

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world-class Jordan Research Center reflects the growing emphasis on academic and outreach programs in scientific research, technology transfer and management efficiency by enabling discovery and investigation into the most advanced concepts and practices of agriculture, food production, and natural resources.

As an academic institution, Fresno State continues to provide value to the region's food and beverage manufacturing industries. The following are existing investments, totaling over **\$32.4 million**, which contribute to the AgPlus Consortium's ecosystem:

- \$29.5 million: cash gift from Jordan Family for Jordan Research Center and research support
- \$600,000: endowments in support of laboratories in the Jordan Research Center
 - from Olam Spices and Vegetable Ingredients for food and wine sensory evaluation, testing and preparation laboratory within Jordan Research Center
 - from Dr. Harry B. Moordigian, Jr. for microbiology laboratory space within Jordan Research Center to conduct research on microorganisms in food processing and wine production
 - from Earl and Beverly Knobloch for instrument/robotics laboratory to develop and test the next generation of sensors for real-world applications
- \$540,000: donation from Foster Farms for Poultry Education and Research Facility plus program support
- \$1 million annually: Claude Laval Water, Energy and Technology Center provides programs and services that benefits the agricultural community and region
- \$650,000: Annual Revenue from Rue and Gwen Gibson Farm Market
- \$178,750: U.S. Economic Development Administration, Investing in Manufacturing Communities Partnership (IMCP) planning grant

The Central Valley is an ideal region for federal investment. It offers tremendous economic opportunities stemming from its agricultural economy that can be capitalized by accelerating the growth of its value-added food and beverage manufacturing industries. For that reason, I am committing OCED to serve as the Lead Co-Applicant for the AgPlus Consortium, and to represent the university on the AgPlus Consortium's Executive Committee, Steering Committee and Pillar Working Groups. Michael Dozier will be the university's point of contact to the AgPlus Consortium. Feel free to contact him at (559) 278-0727 or mndozier@csufresno.edu with any questions you may have. The university's EIN number is 77-0217681. Thank you for your time and consideration.

Sincerely,



Joseph I. Castro, Ph.D., M.P.P.
President



4/1/15

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of Center for Economic Development at California State University, Chico, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. Center for Economic Development is pleased to be a member of the AgPlus Partnership consortium. Center for Economic Development will participate in the AgPlus Partnership in the following ways:


- Coordinate Regional Economic Development Activities north of Sacramento
- Training workshops and conferences for Ag Industry support
- Small Business Technical Assistance (through regional SBDC service centers) targeted at agricultural manufacturers
- Analysis of Regional Industry Cluster opportunities and challenges

Current Center for Economic Development investments in the AgPlus Partnership ecosystem include: Regional Economic Development profiles, Ag Cluster Analysis, Economic Forecasting work, industry cluster facilitation.

In addition, Center for Economic Development will commit approximately \$362,500 in funding support for manufacturing small business technical assistance from (Economic Development Administration, Small Business Administration) to support AgPlus Partnership implementation.

I will serve as the point of contact for the Central Valley AgPlus Consortium. Our EIN Number is 68-0386518. Please feel free to contact me at (530) 519-3486 or e-mail at dripke@csuchico.edu with any questions you may have.

Sincerely,

A handwritten signature in black ink that reads "Dan Ripke". The signature is written in a cursive, flowing style.

Dan Ripke
Director
The Center for Economic Development and Northeastern California SBDC



March 23, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the Tuolumne County Economic Development Authority (TCEDA), I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.



This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. TCEDA is pleased to be a member of the AgPlus Partnership consortium and will participate in the AgPlus Partnership in the following ways:

- We agree to be the "point person" for the Central Sierra Region of the IMCP.
- We will meet with our businesses one-on-one to advance the goals of this partnership.
- We will hold public meetings to engage the communities within the Central Sierra Region of the IMCP.
- We will dedicate staff time to participate in regional meetings of the IMCP and its partner agencies.
- We will dedicate staff time to run and promote this activity within the Central Sierra Region of the IMCP.

Current TCEDA investments in the AgPlus Partnership ecosystem include:

- An advanced Business Retention and Expansion program.
- Multi-Million dollar Revolving Loan Fund.
- Tuolumne County's InnovationLab and Maker Space (first rural InnovationLab in the United States).
- TCEDA/SBDC/SCORE business training and assistance partnership.
- Workforce Investment Board/Columbia College/UC Merced/TCEDA training partnership that is training the workforce to meet future needs.

In addition, TCEDA will commit (\$20,000) in cash and In-Kind Match from the TCEDA annual budget to support AgPlus Partnership implementation. This \$20,000 will include the following:

- We will host a regional office of the IMCP within our offices and dedicate use of equipment, telephone, fax and other essential office equipment.
- We will dedicate staff time and travel expenses.

I will serve as a point of contact for the Central Valley AgPlus Consortium. Our EIN Number is 94-6000547. Please feel free to contact me at 209-989-4058 or email with any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Larry Cope", is written over a horizontal line.

Larry Cope
Director of Economic Development
Tuolumne County Economic Development Authority



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March 30, 2015

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James McClatchy
Gordon Schaber

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The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Commitment for California Central Valley AgPlus
Food Manufacturing Consortium - application for Investing in
Manufacturing Communities Partnership (IMCP) Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of the board of directors and staff of Valley Vision, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food and Beverage Manufacturing Consortium and to serve as a Co-Applicant in the Consortium along with Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, and the Central Sierra Economic Development District. Together, we are partnering with several key stakeholders across 28 counties for an unprecedented effort to bolster the region and the state's food and beverage manufacturing economy, improve economic opportunity and increase the sustainability of advanced manufacturing.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in agriculture and strengthen a comprehensive approach to implementing an economic development plan that will attract, retain and expand manufacturing jobs and investments in California. This is a high priority for the Sacramento region's Next Economy Prosperity Plan which also serves as the region's CEDS.

Currently, Valley Vision's investments in the region's manufacturing ecosystem include:

- \$50,000 in implementation of Valley Vision's food and ag portfolio to support the food and ag cluster and value added food processing, through the Morgan Family Foundation
- \$20,000 in coordinating the initial planning process for the development of the regional entrepreneurship and business growth services – SlingShot - on behalf of the region's four Workforce Investment Boards
- \$76,000 from the Sacramento Region Community Foundation to develop the region's Food System Action Plan to advance the regional food economy
- \$25,000 for implementation of the Regional Industry Clusters of Opportunity project funded by the Sacramento Employment and Training Agency, for food waste to fuel manufacturing


For the AgPlus implementation, Valley Vision commits to provide as a match:

- \$30,000 in in-kind services to support overall AgPlus implementation and project management
- \$30,000 in in-kind services for implementation of the Next Economy regional prosperity strategy, including coordination of the region's lead economic development organizations
- \$40,000 in in-kind services for designing a regional finance fund to support investments in food manufacturing along with other activities
- \$25,000 in in-kind services for coordinated planning activities regarding the 2015 Metropolitan Transportation Plan being developed by the Sacramento Area Council of Governments.

Through these activities, Valley Vision will support AgPlus Strategy implementation by serving as the regional lead for the Consortium; convening and collaborating with partners on strategy initiatives within the region and across the Central Valley; serving on the Executive Committee of the AgPlus Consortium; serving on specific Implementation Strategy work groups, and other responsibilities as set forth in the MOU by and between the Implementation Strategy Parties of the Central Valley AgPlus Food and Beverage Manufacturing Consortium.

Trish Kelly, Valley Vision's Senior Vice President, will serve as the point of contact for the Central Valley AgPlus Consortium. Our DUNS or EIN Number is 94-3214572. Please feel free to contact me or Trish at 916-325-1630 or email at bill.mueller@valleyvision.org or trish.kelly@valleyvision.org with any questions you may have.

Sincerely,



Bill Mueller
President and CEO

March 27, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Ave, NW
Washington, DC 20230

Dear Deputy Assistant Secretary Erskine:

The World Food Center and UC Davis are pleased to be a member of the Central Valley AgPlus Food Manufacturing Partnership. UC Davis began more than 100 years ago to serve the agriculture and food industries in California and we are pleased to leverage our ranking as the top university in the world for agricultural research to sustain the global competitiveness of the agriculture and food industries of the Central Valley and serve the food and nutrition needs of the U.S. In addition, an explicit goal of the World Food Center is to grow California's innovation economy for food and agriculture, to build this region as a leading location for both entrepreneurs and established global technology companies.

Through the Central Valley AgPlus Food Manufacturing Partnership, we will leverage the following commitments:

- \$100 million in annual public goods research and extension activities of our College of Agriculture and Environmental Sciences, much of which is directed supporting the Central Valley's agriculture industries and communities.
- Through the College, we train an average of 1,200 new graduates at the bachelors degree level to provide workforce ready professionals to work through the food and agriculture industries. Among the largest majors in the College are managerial economics and animal science, indicating strong commitments to the business of production agriculture.
- Through the World Food Center, UC Davis and the Mars Corporation will invest \$60 million in a partnership over the next ten years, creating the Innovation Institute for Food and Health, aimed to supporting impact of UC Davis research through the commercial channels. This includes supporting entrepreneurs among faculty and students.
- We will invest directly in the University Research Partnership to support the innovation ecosystem and increase investment in technology-based industries in

food and agriculture in this region. This includes an estimated \$250,000 of direct investment by the World Food Center in developing a University/Industry Collaborative Research Center with Fresno State focused on energy and water efficiency. It also includes a partnership with the Sacramento Area Regional Technology Alliance to host quarterly regional networking events to connect entrepreneurs to support industries and mentors. And, lastly we will host an annual national agriculture and food technology showcase event to highlight emerging technology investment opportunities. The \$250,000 includes the time of World Food Center staff, facilities, and financial investment in these activities. In addition to our investment in these, we expect to seek an estimated \$1.5 million annually in matching private (\$550,000 of the match) and federal grant (\$950,000 of the total match) support for these specific activities.

As a member of the Central Valley AgPlus Food and Beverage Manufacturing Consortium, we look forward to serving as a project partner.

- The DUNS for UC Davis is 047120084.
- Point of Contact: Dr. Josette Lewis, World Food Center, Room 220 Mrak Hall, UC Davis, Davis, CA 95616. Phone 530-752-9743, Email jolewis@ucdavis.edu.
-

Sincerely,



Josette Lewis
Associate Director

March 25, 2015

111 Valley Falls Pl., Suite 100
Folsom, CA 95630
916.835.1736
www.AgTechInnovation.com

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of AgTech Innovation Fund, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sector partners throughout California's Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing innovation in food-and-beverage manufacturing, creating new and innovative products, using new and innovative processing techniques, will expand employment and economic value-added in the region. The Central Valley region is uniquely positioned to be a globally-competitive center of innovation in ag-and-food technologies (AgTech), capitalizing on water, energy and waste-reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Communities Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-

added food and beverage manufacturing and supply chains. The AgTech Innovation Fund is pleased to be a member of the AgPlus Partnership consortium. The AgTech Innovation Fund will participate in the AgPlus Partnership in the following ways:

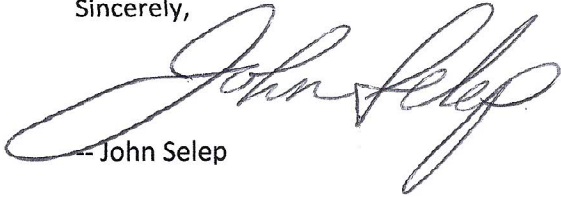
Increasing Access-to-Capital for Innovators in Ag-and-Food Technology (AgTech). Our organization's mission is to strengthen the innovation ecosystem for Ag-and-food technologies in the Central Valley region by providing investment capital to support early-stage companies in this domain, and through their success provide financial returns for our limited partners. Our current capital-raising goals are to be able to invest at least \$15M into promising early-stage AgTech companies over the coming five years, with many of these companies located in our Central Valley region. Of course, the outcome of our current capital-raising activity is not assured, but our target provides a magnitude of the impact we are looking to achieve.

Management of the AgTech Innovation Fund also volunteers extensively to strengthen the innovation ecosystem in our region, and anticipate that these activities will continue at the same or elevated levels through the period of the AgPlus IMCP designation. These volunteer activities include:

1. Sponsor and volunteer in the SARTA (Sacramento Area Regional Technology Alliance) AgStart initiative, contributing time as a member of the AgStart Planning Committee, and as a coordinator of the AgStart component of SARTA's annual TechCon conference. This past year, AgTech Innovation Fund in-kind contributions of time to AgStart amounted to the equivalent of \$5,000 of professional consulting services.
2. Mentor at UC Davis' monthly 'Angels-on-Campus' program, providing pro bono mentoring to innovators and researchers associated with UC Davis on a monthly basis. Many of these innovations build upon UC Davis' deep research and insights into ag-and-food production and processing technologies. This past year, in-kind contributions of time to 'Angels-on-Campus' amounted to the equivalent of \$3,000 of professional consulting services.
3. Mentor and Judge at UC Davis' annual BigBang! Business Competition, providing coaching and mentorship, and acting as a judge of the competition to give students and other teams associated with the University experience formulating and articulating entrepreneurial business ideas, many of them relating to our region's Ag-and-Food production and manufacturing businesses. This past year, in-kind contributions of time to BigBang! amounted to the equivalent of \$2,000 of professional consulting services.
4. Guest lecturer and mentor at UC Davis Entrepreneurship Academies and Entrepreneurship courses, sharing our management teams' specific insights on 'Pitching to Angel Investors'. Several of these Academies (3-day focused programs) have specifically emphasized ag-and-food related entrepreneurship. This past year, in-kind pro bono contributions of time to Entrepreneurship Academies and course participation amounted to the equivalent of \$2,000 of professional consulting services.

I will serve as the point of contact for the Central Valley AgPlus Consortium. Our DUNS number is currently being applied for. Please feel free to contact me at 916-835-1736, or jselep@AgTechInnovation.com with any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "John Selep". The signature is fluid and cursive, with a large initial "J" and a stylized "S".

-- John Selep

Managing Director, AgTech Innovation Fund

Board Director, Sacramento Angels (an Angel Capital Association member organization)

Managing Partner, Insight and Execution, a professional consulting firm

April 7, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, D.C. 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership – application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

As President and Chief Executive Officer of the California Asian Pacific Chamber of Commerce (Cal Asian), I am writing to express our full commitment and participation in the Central Valley AgPlus Food Manufacturing Partnership consortium.

The AgPlus Partnership is being led by California State University – Fresno, Office of Community and Economic Development's (OCED), the California State University – Chico, Center for Economic Development, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

California's Central Valley agricultural production and associated industries account for \$34.7 billion in farm gate income and \$11 billion in export impact. The Central Valley is recognized as one of the most fertile regions in the world and as such, agricultural produce is exported in a variety of forms from fresh to market white asparagus to packaged fruits and nuts. It is this value-added food and beverage manufacturing and the associated supply chain that we know is the region's major economic growth opportunity.

Increasing the amount of value-added food and beverage manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region has recognized and is building the necessary infrastructure around various centers of innovation that capitalize on our water, energy and waste reduction technologies developed and used here in the Central Valley. The purpose of harnessing all this activity under the banner of the Central Valley AgPlus Food Manufacturing Partnership is to accelerate the development and adoption of food and beverage manufacturing technologies in our manufacturing base in order to be more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem leads to lower transaction costs and increased productivity. This desirable outcome boosts employment and wage growth in the region, thus mitigating chronic poverty and unemployment as our industries become increasingly globally competitive further encouraging a virtuous cycle of investments in the food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

The Mega Region that is the Central Valley of California is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agriculture economy and accelerate the growth of value-added food and beverage manufacturing and supply chain. The California Asian Pacific Chamber of Commerce is pleased to be a member of the AgPlus Partnership consortium and will participate in the following activities:

1. Staff support for the Central Valley and sub-regional working group activities;
2. Staff support and limited use of our technology platform for customized and culturally sensitive outreach to communities of color, especially those from the Central Valley Asian and Pacific Islander communities;
3. Host, with our local MOU affiliates, a number of outreach and informational workshops (#/location to be determined in consultation with working group) designed to inform and galvanize communities of color and disadvantaged business enterprises (DBEs) in the Central Valley;
4. Offer DBEs a plethora of both supplier diversity and international trade support services in partnership with local, regional, state, federal, corporate, and non-profit partners some of which are federally or corporately funded;
5. Other services to be further determined by working group and community input in the future.

California Asian Pacific Chamber of Commerce (Cal Asian)		
Budget Categories	Global Initiatives Division	
	Sources of Local Match (Cash or In-kind)	Resources Needed
Director of Global Initiatives	\$75,000	-
Data Analyst (NAICS 3111 - 3121)	\$22,500	\$22,500
Technology Platform	-	\$45,000
Electronic Outreach	\$3,500	-
Quarterly Workshops & Outreach (\$3,000 per quarter)	-	\$12,000
Technical Assistance	-	Business Fee for Service
Totals	\$101,000	\$79,500

Once again, the California Asian Pacific Chamber of Commerce is very supportive of this type of critical socio-economic development opportunity and industrial capacity building initiative. Please accept this letter as full commitment for the Central Valley AgPlus Food Manufacturing Partnership Consortium application submitted by the working group.

Sincerely,



Pat Fong Kushida

President and CEO



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530.795.1520
fax: 530.795.4687

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Commitment for California Central Valley AgPlus Food
Manufacturing Consortium - application for Investing in Manufacturing
Communities Partnership (IMCP) Designation**

Board of Directors

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NICOLE ROGERS
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MAI VANG
CHRIS YALONIS

Dear Deputy Assistant Secretary Erskine:

On behalf of Center for Land-Based Learning, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Consortium. The AgPlus Consortium is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. The Center for Land-Based Learning is pleased to be a member of the

National Advisory Board

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Executive Director

MARY KIMBALL

AgPlus Consortium. The Center for Land-Based Learning will participate in the AgPlus Consortium in the following ways:

The Center for Land-Based Learning prepares the next generation of farmers and teachers California's youth about the importance of agriculture and natural resource conservation. Current Center for Land-Based Learning investments in the AgPlus ecosystem include:

- California Farm Academy – beginning farmer training and incubator program, including business planning as well as farming and management, developing the next generation of farming entrepreneurs. The graduates are growing high quality fresh produce for restaurants, schools, consumers, hospitals, and food banks, and also managing several new urban farms in the city of West Sacramento as part of developing the Sacramento region food economy - \$370,000.
- FARMS Leadership – in 18 counties around the state, the leadership program provides hands-on experience for youth at working farms, agri-business, and universities; the project includes college and career access including agricultural sciences - \$400,000.
- Growing Green Internship – provides job skills training, community service, paid work experience, career exploration and education in sustainable agriculture and environmental stewardship - \$50,000.

In, addition, Center for Land-Based Learning will commit \$30,000 in In-Kind from NextEd/Career Pathways Trust to support AgPlus Partnership implementation. We are the Industry Roundtable Leader for the Agriculture, Food, and Natural Resources Pathway, which includes agriculture manufacturing and processing companies and representatives.

I, Mary Kimball will serve as the point of contact for the Central Valley AgPlus Consortium. Our DUNS Number is 191447080. Please feel free to contact me at (530) 795-1520 or email, mary@landbasedlearning, with any questions you may have.

Sincerely,

A handwritten signature in black ink that reads "Mary Kimball". The signature is written in a cursive, flowing style.

Mary Kimball
Executive Director



CALIFORNIA COMMUNITY COLLEGES

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FOR JOBS AND ECONOMY

www.doingwhatmatters.cccco.edu

March 26, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the Central/Mother Lode Regional Consortium, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.



CALIFORNIA COMMUNITY COLLEGES

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This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. The Central/Mother Lode Regional Consortium, which represents 13 community colleges in California's Central Valley is pleased to be a member of the AgPlus Partnership consortium. Central/Mother Lode Regional Consortium will participate in the AgPlus Partnership in the following ways:

- Convening community college partners with other AgPlus participants to develop and align curriculum for manufacturing training program
- Working with businesses to develop capacity for international trade and investment;
- Supporting research and innovation, and dissemination of best practices.

Current Central/Mother Lode Regional Consortium investments in the AgPlus Partnership ecosystem include: funding for training and professional development in areas of production agriculture, food processing and manufacturing, small business development, and global trade and logistics.

In addition, the Central/Mother Lode Regional Consortium will commit \$10,000 in in-kind support and/or funding from the California Community College Chancellor's Office to support AgPlus Partnership implementation.

Thank you for your consideration.

Sincerely,

Shelly L Conner, Ed.D.

Chair

Central/Mother Lode Regional Consortium



City of Avenal

919 Skyline Blvd.
Avenal, CA 93204
Phone (559) 386-5766
Fax (559) 386-0629

March 30, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment – Central Valley AgPlus Application for IMCP Manufacturing Community Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the City of Avenal, I am writing to express our commitment to participate as a member in the Central Valley AgPlus consortium being led by the Office of Community and Economic Development at Fresno State, the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sector partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the nation's food and beverage manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing is the region's major growth opportunity. Increasing the amount of value-added manufacturing that occurs within the region will reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor, and expand the nation's manufacturing output and exporting value. The region is also uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing more productive, cost-efficient and sustainable. Collaborative and strategic investments in the Central Valley's manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand the number of firms and good-paying jobs available to residents in the region.

The City of Avenal is pleased to be a member of the Central Valley AgPlus consortium. It will participate by continuing to make infrastructure improvements and industrial property available to attract food and beverage manufacturers. The following are existing assets, totaling \$3,920,200 which benefit the Central Valley AgPlus ecosystem:



City of Avenal

919 Skyline Blvd.
Avenal, CA 93204
Phone (559) 386-5766
Fax (559) 386-0629

- \$3,920,200: value of infrastructure improvements made to the Oasis Business Park industrial/commercial area via federal and state grant monies.

The Central Valley is an ideal region for federal investment. It offers tremendous economic opportunities stemming from its agricultural economy that can be capitalized by accelerating the growth of its value-added food and beverage manufacturing industries. For a disadvantaged, rural community like the City of Avenal, the opportunities have the potential to improve the quality of life for many of its households. For that reason, I am committing the City of Avenal to the Central Valley AgPlus consortium. Its EIN number is 94-2608273. Our City Manager, Melissa Whitten will serve as the point of contact to the consortium. Please feel free to contact her at (559) 386-5766 or avenalcm@cityofavenal.com with any questions you may have. Thank you for your time and consideration.

Sincerely,

Harlin Casida
Mayor

CITY MANAGER'S OFFICE

23 Russell Boulevard, Suite 1 – Davis, California 95616
Phone: 530/757-5602 – FAX: 530/758-0204 – TDD 530/757-5666

www.cityofdavis.org



May 4, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership
- application for Investing in Manufacturing Communities Partnership (IMCP) Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of the City of Davis, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. As home of UC Davis, recognized as the top Agriculture University in the nation, the City of Davis is pleased to be a member of the AgPlus Partnership consortium.

Current City of Davis investments in the AgPlus Partnership ecosystem include active involvement in economic development initiatives. These include:

- Implementing the Sacramento Region's Capital Region Prosperity Plan, with its focus on the Food/Ag, Bio technology and manufacturing clusters through the City's own adopted Innovation Work Plan;
- Collaborations with the Sacramento Area Regional Technology Alliance (SARTA) and Innovate North State Innovation Hubs; and partnering with other Yolo County jurisdictions on potential infrastructure related projects;
- Acting as business resource facilitators and "connectors" sharing information, resources and connections of interest for food/ag/biotech/manufacturing entrepreneurs, businesses and job seekers to Davis Roots, a local business accelerator; JumpStart Davis and other local/regional Tech Meet-ups etc.; the Sacramento Area Regional Technology Alliance (SARTA) & AgStart program; UC Davis Center for Entrepreneurship; UC Davis affiliated Seed Central, a consortium of seed and ag related research and development entities; and the Sacramento Metro Chamber's Small Business Development Centers (SBDCs) through the local Davis Chamber SBDC; and with Yolo County Workforce Investment Board and One-Stop employment centers on increasing awareness of workforce training and employment opportunities.

In addition, The City of Davis will commit the equivalent of approximately \$5,000 in in-kind contributions through our annual economic development efforts to support AgPlus Partnership implementation, as noted in Attachment 1.

Rob White, City Chief Innovation Officer will serve as the point of contact for the Central Valley AgPlus Consortium. Our DUNS Number is # 004953600. Please feel free to contact Rob White at (530) 747-5882 or email him at with any questions you may have.

Sincerely,



Dirk Brazil
City of Davis
City Manager

Attachment 1

In-Kind Contributions to AgPlus Investment in Manufacturing Communities Partnership Designation		
Activity	Detail * \$/hr excludes benefits	In-kind value # rounded
Dedicated office space for startup business consultations/startup assistance - City subsidized lease of Davis Roots business accelerator – Three companies in last business cohorts have been involved in food ag cluster with one focused on manufacturing of new health food product - Red Melon oil	Rotating cohorts of selected businesses, 6-9 mth programs 1,200 sf @ \$1.25/sf x 12 mths Assume 10% are Ag/Food related	\$1,800
Dedicated meeting space for large workshops (# per year) week days - Community Chambers \$30/hr, Vets Memorial Multipurpose Rm \$68/hr, Vets Club room \$42/hr	1 per year – min 5 hrs per 2 hr event x 1 staff 10 hrs x \$50/hr Space nonprofit rate (\$300-\$680, avg-\$490)	\$600
Promote AgPlus via business outreach meetings	ongoing – ag related # 4 in depth out visits/yr @ 2.5 hrs x 2 staff x \$64/hr avg	\$ 600
AgPlus info distribution via email, social media & innovation networks		Ongoing
JumpStart Davis & Other local regional Tech –meet-ups etc. Act as facilitator and connector sharing info and resources and connections of interest to food/ag/biotech entrepreneurs including Davis Roots, SARTA, Seed Central, Yolo Co. Econ. Dev. Group, UC Davis Center for Entrepreneurship, etc.		Ongoing
Annual Business Walk	prep 10 hrs @ \$49.15 walk 7 hrs x 6 staff @ avg \$64/hr (\$492) walk org/60 visit Metro Chamber report data input/ (\$6,000) Assume 10% are food/ag related	\$600
Deputy Innovation Officer primary contact - Promote AgPlus via business outreach & business assistance requests via meetings, calls, emails, website	Est. 1 % of staff time x 2080 hrs x \$50/hr	\$1,400
Chief Innovation Officer/Deputy Innovation Officer participation in regional food /ag bio-technology clusters, manufacturing initiatives, and entrepreneurial networks		Ongoing
\$Total		\$5,000



MAYOR ASHLEY SWEARENGIN

March 30, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Commitment – Central Valley AgPlus Application for IMCP
Manufacturing Community Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of the City of Fresno, I am writing to express our commitment to participate as a member in the Central Valley AgPlus consortium being led by the Office of Community and Economic Development at Fresno State, the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sector partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the nation's food and beverage manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing is the region's major growth opportunity. Increasing the amount of value-added manufacturing that occurs within the region will reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor, and expand the nation's manufacturing output and exporting value. The region is also uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing more productive, cost-efficient and sustainable. Collaborative and strategic investments in the Central Valley's manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand the number of firms and good-paying jobs available to residents in the region.

The Honorable Matt S. Erskine

March 30, 2015

Page 2

The City of Fresno is pleased to be a member of the Central Valley AgPlus consortium. It will participate by continuing to make infrastructure improvements and offering impact fee deferments that will attract, retain and expand food and beverage manufacturers. The City will also continue to host the annual Fresno Food Expo which provides food and beverage manufacturers in the Central Valley with a forum to showcase their products, identify new buyers and secure potential investors. The City is also participating in a five-year Brookings Institution's Global Cities Initiative program which will yield a focused plan for increasing export opportunities and attracting foreign direct investment for local industries. This comes on the heels of the City's participation in the inaugural Strong Cities, Strong Communities initiative in 2011.

The Central Valley is an ideal region for federal investment. It offers tremendous economic opportunities stemming from its agricultural economy that can be capitalized by accelerating the growth of its value-added food and beverage manufacturing industries. For that reason, I am committing the City of Fresno to the Central Valley AgPlus consortium. Its DUNS number is 07-188-7855. Georgeanne White will serve as the point of contact to the consortium. Please feel free to contact her at (559) 621-7901 or Georgeanne.White@fresno.gov with any questions you may have. Thank you for your time and consideration.

Sincerely,



Ashley Swearengin
Mayor



OFFICE OF THE
CITY COUNCIL

JAY SCHENIRER

COUNCILMEMBER
DISTRICT FIVE

CITY OF SACRAMENTO
CALIFORNIA

March 25, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food and Beverage Manufacturing Consortium - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the city of Sacramento I am writing to express support for the designation of the Central Valley AgPlus Food and Beverage Manufacturing consortium as an Investment in Manufacturing Communities Partnership. The AgPlus Region includes 28 counties and Sacramento is one of the cities within this region. The Central Valley AgPlus Consortium is a strategic partnership being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Consortium is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The IMCP designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.



**OFFICE OF THE
CITY COUNCIL**

JAY SCHENIRER

**COUNCILMEMBER
DISTRICT FIVE**

**CITY OF SACRAMENTO
CALIFORNIA**

In 2013 the Sacramento City Council approved an economic development strategy plan that focused on 5 key goals:

- 1) Investing in Building Sacramento
- 2) Investing in Local Business
- 3) Investing in the Region's Industries
- 4) Investing in the Global Economy
- 5) Investing in our Partners

The City has invested in building Sacramento through our strategic infrastructure investments including:

- \$300 million in the Sacramento Railyards infrastructure
- A \$15 million TIGER grant for the Railyards Multimodal Transportation Hub
- \$12 million in infrastructure improvements to the Richards Boulevard interchange to support AgPlus manufacturing and supply chains' access to markets
- \$150 million infrastructure upgrades to the original Sacramento water intake facility.

These improvements will benefit local beverage, manufacturing and supply chains within the agricultural industry as well as residents

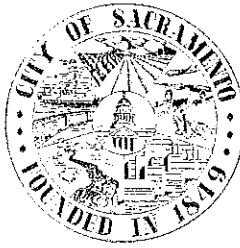
In 2016 the City will construct the \$7.1 million extension of Ramona Ave to Folsom Boulevard and the CSUS campus. This City investment is critical to the California State University Sacramento Innovation/Technology Village and private sector investment.

In 2017 the City will invest \$20 million in the upgrade to the Power Inn Road water transmission main. The investment will benefit the Power Inn Industrial Area with enhanced water delivery and pressure for the area's agricultural manufacturing and distribution industries.

In 2017 the City will invest \$8.7 million in the construction of 14th Avenue, located in the heart of the Power Inn Industrial Area. This investment is critical to the transportation circulation of the area and local food manufacturers such as HP Hood, a major dairy processor, located adjacent to 14th Avenue.

The City of Sacramento administers a Brownfields Revolving Loan Fund. The City has funded approximately \$1.5M in the remediation of contaminated local commercial properties. The fund currently has over \$800,000 for the remediation of local properties, which can benefit the region's beverage, manufacturing and supply chains.

Last, in 2013 the City established a strategic trading partnership with the City of Chongqing, China. The City has committed over \$500,000 in strategic resources to grow exports to China by local and regional companies.



OFFICE OF THE
CITY COUNCIL

CITY OF SACRAMENTO
CALIFORNIA

JAY SCHENIRER

COUNCILMEMBER
DISTRICT FIVE

Recognizing that the strength of the Sacramento and Central Valley Regions is our collective agricultural economy, the City is committed to this partnership, the Northern California World Trade Center, its partnership with the Brookings Institution, and the Region's Metro Export Plan, which is focused on increasing the value of exports from the region. Our ability to increase regional agricultural exports will support and enhance regional Ag Plus partnerships.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,

Jay Schenirer, Council Member
City of Sacramento



March 20, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership
- Application for Investing in Manufacturing Communities Partnership (IMCP) Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of the City of Winters, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

318 First Street
Winters, CA 95694
Phone.530.795.4910
Fax. 530.795.4935

COUNCIL MEMBERS

Harold Anderson
Wade Cowan
Pierre Neu

MAYOR

Cecilia Aguiar-
Curry

MAYOR PRO TEM
Woody Fridae

CITY CLERK

Nanci Mills

TREASURER

Michael Sebastian

CITY MANAGER
John W. Donlevy, Jr.

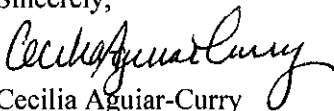
Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. The City of Winters is pleased to be fully accounted for as a member of the AgPlus Partnership Consortium by providing the City's DUNS, #807194907. The City of Winters will participate in the AgPlus Partnership in the following ways:

- Working with farmers and ranchers to create awareness and to facilitate participation in program development.
- Serve as a catalyst agency to bring the public and private sectors together to generate solutions and economic opportunities within the region.
- Work in a progressive manner to help advance innovation in the expansion of agricultural stimulus in the area.

Current City of Winters investments in the AgPlus Partnership ecosystem include our participation as a study location for economic analysis for the SACOG Rural Urban Connection Strategy Program, preliminary consideration of a multi faceted agricultural/industrial food hub to benefit farms and our support of expansion of broadband infrastructure for agricultural production. The City has spent the past four (4) years aggressively pursuing/promoting this with our public and private partners.

Sincerely,



Cecilia Aguiar-Curry
Mayor
City of Winters

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment – Central Valley AgPlus Application for IMCP Manufacturing Community Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the Water, Energy and Technology Center (WET Center), I am writing to express our commitment to participate as a member in the Central Valley AgPlus consortium being led by the Office of Community and Economic Development at Fresno State, the Center for Economic Development at Chico State, Valley Vision and the Tuolumne County Economic Development Authority. With the participation of many public and private sector partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the nation's food and beverage manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing is the region's major growth opportunity. Increasing the amount of value-added manufacturing that occurs within the region will reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor, and expand the nation's manufacturing output and exporting value. The region is also uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing more productive, cost-efficient and sustainable.

The WET Center is an independent Non-profit organization, located on the campus of Fresno State. It provides an entryway for entrepreneurs, innovators, and businesses at all stages to accelerate commercialization, launch a business or product, and develop new technologies for the water, energy and ag industry. All WET Center tenants and off-site members provide efficiency and/or value-added technology applications to the Central Valley's agricultural production and food and beverage manufacturing industries. The following investments and resources for the WET Center total **\$ 2.7mill.** and can be included as part of the existing assets within the Central Valley AgPlus ecosystem:

- WET Center – Office space and Lab facility – is valued at \$2.5 mill.
- \$70,000 : Yearly rent and membership fees
- \$50,000: Yearly grant from the Fresno Region Workforce Investment Board
- \$80,000: Yearly Industry sponsorships, donations and events

The Central Valley is an ideal region for federal investment. It offers tremendous economic opportunities stemming from its agricultural economy that can be capitalized by accelerating the growth of its value-added food and beverage manufacturing industries. For that reason, I am committing WET Center to the Central Valley AgPlus consortium. Its FEIN number is 770449599. I will serve as the point of contact to the consortium, and can be reached at (559) 278-4541 or helle@cvbi.org with any questions you may have. Thank you for your time and consideration.

Sincerely,



Helle Petersen
Director



March 26, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of Davis Chamber of Commerce, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community



Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. The Davis Chamber is pleased to be a member of the AgPlus Partnership consortium. The Davis Chamber will participate in the AgPlus Partnership in the following ways:

- Engagement in programs that increase export opportunities
- Promoting and communicating sector issues and opportunities
- Conducting proactive outreach to companies in the target industry sectors

This participation is committed by the Davis Chamber as an in-kind contribution, valued at \$10,000 annually, to support AgPlus Partnership implementation.

I, or my designee, will serve as the point of contact for the Central Valley AgPlus Consortium. Our EIN Number is 94-0420636. Please feel free to contact me at (530) 756-5160 or ceo@davischamber.com with any questions you may have.

Sincerely,

Matt Yancey
CEO
Davis Chamber of Commerce



Gilbert Lara
President

Salam Nalia
Chief Executive Officer

March 17, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment – Central Valley AgPlus Application for IMCP Manufacturing Community Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the Fresno Community Development Financial Institution (Fresno CDFI), a subsidiary of the Fresno Economic Opportunities Commission, I am writing to express our commitment to participate as a member in the Central Valley AgPlus consortium being led by the Office of Community and Economic Development at Fresno State, the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sector partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the nation's food and beverage manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing is the region's major growth opportunity. Increasing the amount of value-added manufacturing that occurs within the region will reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor, and expand the nation's manufacturing output and exporting value. The region is also uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing more productive, cost-efficient and sustainable. Collaborative and strategic investments in the Central Valley's manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand the number of firms and good-paying jobs available to residents in the region.

Fresno CDFI is pleased to be a member of the Central Valley AgPlus consortium and will participate by continuing to make capital accessible to small- and medium-sized food and beverage manufactures within nine of the region's counties. Fresno CDFI currently offers loans ranging from \$5,000 to \$300,000, including capital for energy efficiency retrofits. The following are investments totaling

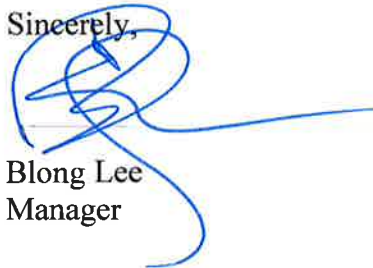
\$3,375,000 that Fresno CDFI received in 2014-2015 and will make available to small- and medium-sized food and beverage manufactures as part of the Central Valley AgPlus ecosystem:

- \$1,250,000: U.S. Small Business Administration Microloan Program
- \$1,000,000: Rabobank
- \$500,000: Wells Fargo Bank
- \$500,000: Premier Valley Bank
- \$100,000: JP Morgan Chase

The Central Valley is an ideal region for federal investment. It offers tremendous economic opportunities stemming from its agricultural economy that can be capitalized by accelerating the growth of its value-added food and beverage manufacturing industries. For that reason, I am committing Fresno CDFI to the Central Valley AgPlus consortium. Its EIN is 26-1177785. I will serve as the point of contact to the consortium. Please feel free to contact me at (559) 263-1096 or blong.lee@fresnoeoc.org with any questions you may have.

Thank you for your time and consideration.

Sincerely,



Blong Lee
Manager



March 30, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment – Central Valley AgPlus Application for IMCP Manufacturing Community Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of JBT FoodTech, I am writing to express our commitment to participate as a member in the Central Valley AgPlus consortium being led by the Office of Community and Economic Development at Fresno State, the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sector partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the nation's food and beverage manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing is the region's major growth opportunity. Increasing the amount of value-added manufacturing that occurs within the region will reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor, and expand the nation's manufacturing output and exporting value. The region is also uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing more productive, cost-efficient and sustainable. Collaborative and strategic investments in the Central Valley's manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand the number of firms and good-paying jobs available to residents in the region.

JBT FoodTech is an international, multi-million dollar corporation that offers freezer, protein-processing, shelf-stable sterilization and fruit and juice processing solutions to food and beverage manufacturing industries. Our facility in Madera, CA employs 175 people and provides \$8M in economic impact to the Central Valley. JBT FoodTech is pleased to be a member of the Central Valley AgPlus consortium and will participate by providing advisory support to workforce related initiatives. In addition, JBT FoodTech will align its Shop and Service Associate Manufacturing Technician I Apprenticeship Program to Central Valley AgPlus efforts in an effort to share the model with other manufacturers in the region. The apprenticeship program is a partnership with Fresno City College and is mitigating the company's long-term threat of finding a qualified workforce to assume the roles and responsibilities that will be left vacant by the many loyal baby-boomers that have contributed to the success of our company for decades. The value and resources invested into this apprenticeship program are estimated to be \$926,180.

The Central Valley is an ideal region for federal investment. It offers tremendous economic opportunities stemming from its agricultural economy that can be capitalized by accelerating the growth of its value-added food and beverage manufacturing industries. For that reason, I am committing JBT FoodTech to the Central Valley AgPlus consortium. Its California EIN number is 468-5960. I will serve as the point of contact to the consortium. Please feel free to contact me at (559) 661-3197 or pat.gordon@jbt.com with any questions you may have. Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Pat Gordon".

Pat Gordon, MA, SPHR
Manager, Human Resources



March 25, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

American River College
Cosumnes River College
Folsom Lake College
Sacramento City College

1919 Spanos Court
Sacramento, CA 95825
Phone: 916 568-3021
Fax: 916 568-3023
www.losrios.edu

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the Los Rios Community College District, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sector partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing, and the associated supply chain, is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. The Los Rios Community College District is

pleased to be a member of the AgPlus Partnership consortium and will participate in the AgPlus Partnership in the following ways:

- Provide Los Rios Community College District representation within the Central Valley AgPlus Food Manufacturing Partnership consortium, with key leadership participating regularly in consortium meetings and events.
- As a community college system, provide expertise to the consortium that will help members understand and navigate community college operations, processes and policies.
- As a workforce development partner, assist in preparing workers for high-growth and high-demand occupations within manufacturing and agriculture by continuing to promote collaboration between college faculty and industry.
- LRCCD's Center for International Trade Development provides regional Ag Export business and workforce training under the auspices of its USDA Rural Business Enterprise Grant and its associated U.S. Export Assistance Center partners.
- Leverage relevant District grant efforts to promote alignment with AgPlus goals. Relevant grants include California's Career Pathways Trust projects and a USDA grant that is funding the District's Center for International Trade and Development to provide regional Ag Export business and workforce training.
- Leverage other available community college resources that support successful student transitions, system efficiency, and the development of relevant and rigorous industry-driven training programs.

These investments by the Los Rios Community College District that will enhance and support the AgPlus Partnership ecosystem total approximately \$105,000 over the next year and at least \$25,000 annually for the next few years:

- Representation and expertise (in-kind value): \$5,000 annually
- Relevant District grant efforts (leveraged amounts):
Career Pathways Trust projects: \$20,000/annually
Center for International Trade and Development, USDA grant: \$80,000

Our federal Employee Identification Number is 94-1576340, and our organizational DUNS Number is 071553739.

Dr. Jamey Nye will serve as Los Rios Community College District's point of contact for the Central Valley AgPlus Consortium. Please feel free to contact Jamey at (916) 563-3206 or via email nyej@losrios.edu if you have any questions or need additional information.

Sincerely,


Brian King, Chancellor



March 30, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of NextEd, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium.

NextEd is an employer-education partnership serving the six-county Sacramento Region and serves as the Capital Region P-20 Council, working to align educational programs across K-12 and post-secondary, to advance our region's economic objectives.

NextEd and 24 school districts across seven counties, recently received \$21 million from the California Career Pathways Trust to support high school pathways programs aligned to critical industry sectors, including Agribusiness and Advanced Manufacturing. We would work with our network partners, in coordination with other CPT recipients in the Central Valley, to ensure the high school and post-secondary programs in Agribusiness and Advanced Manufacturing supported the objectives of the AgPlus initiative.

The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies.



The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. NextEd is pleased to be a member of the AgPlus Partnership consortium. NextEd will participate in the AgPlus Partnership in the following ways:

- Serve as a member of the Steering Committee (4 meetings x 3 hours x \$75 = \$900)
- Support Communications activities through electronic mediums and earned media (1 hour x 12 months x \$25/hr = \$300)
- Coordinate support among Capital Region and Central Valley Career Pathways Trust programs (2 hours x 12 months x \$50/hour = \$1200)

Current NextEd partner investments in the AgPlus Partnership ecosystem include:

- \$8.19 million out of the \$21 million from the California Career Pathways Trust grants from the CA Dept. of Education to support 107 high school pathways programs, 42 of which are in Agribusiness and Advanced manufacturing (42/107 = 39%. \$21M x 39% = \$8.19 million)

In addition, NextEd will commit \$2400 in annual in-kind support to support AgPlus Partnership implementation.

I will serve as the point of contact for the Central Valley AgPlus Consortium. Our EIN Number is 68-0287387. Please feel free to contact me at 916.552.6800 or via email at dbutler@next-ed.org with any questions you may have.

Sincerely,

David N. Butler
CEO
NextEd



Board of Directors

Ashil Abhat, Board Chair
Bank of America Merrill Lynch

Bill Morecraft
Blue Diamond Growers

David Stepp
Bryan Cave, LLP

Doug Wright
Burr Pilger Mayer

Sanjay Varshney
*California State University,
Sacramento*

Erik Langeland
Chase Commercial Banking

David Snyder
County of Placer

Lori Moss
County of Sacramento

Tom Hanagan
Four Wheel Campers, Inc.

Peter Van Deventer
Integrity Global Management

Kit Miyamoto
Miyamoto International

Kevin Mather
PASCO Scientific

Ron Brown
Port of Oakland

Roger Niello
*Sacramento Metro Chamber
of Commerce*

Frankie McDermott
SMUD

Mabel Salon
University of California, Davis

Jim Williams
Williams + Paddon Architects

March 30, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Consortium - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of Northern California World Trade Center, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. The Northern California World Trade Center is pleased to be a member of the AgPlus Consortium.



In 2014, Northern California World Trade Center was the lead organization in the region's participation in the Brookings Institution's Global Cities Initiative through which the Capital Region Export Plan was developed. The Export Plan revealed that the Greater Sacramento Region is dramatically under-exporting. The Export Plan's Strategies outline the most effective actions that need to be taken throughout Northern California to stimulate increased international commerce, specifically strategies 1) Streamline and Enhance the International Trade Ecosystem, and 3) Enhance Exporting Capacity of Mid-Sized Goods Producers. The NorCalWTC will participate in the AgPlus Consortium through the following activities:

- Providing information and referrals to exporting an new-to-export companies to assist in their international expansion
- Facilitate international connections through the expansion of our International Mixers
- Develop an international business mentoring program
- Expand on Exporter Roundtable Series
- Develop an online platform of for easy access to export information and resources

We will be investing over \$200,000 in the next two years to the implementation and growth of these programs which will provide direct in-kind support to the AgPlus Consortium as well as provide indirect support through a broad range of programs designed to grow our Manufacturing Export Sector.

I will serve as the point of contact for the Central Valley AgPlus Consortium. Our DUNS number is 174385281. Please feel free to contact me at 916-319-4275 or email me at rtaylor@norcalwtc.org.

Sincerely,

Renée Taylor
President & CEO



March 26, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

HEADQUARTERS

PackageOne, Inc.
4225 Pell Drive, Sacramento,
California 95838

tel : 916-858-1300
fax : 916-858-1311
www.packageone.com

**RE: Letter of Commitment for California Central Valley AgPlus
Food Manufacturing Partnership - application for Investing in
Manufacturing Communities Partnership (IMCP) Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of PackageOne, Inc., I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain are the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

WE'RE THE ONE™

www.PackageOne.com
Info@packageone.com
1 (866) 255-7541


Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. PackageOne, Inc., is pleased to be a member of the AgPlus Partnership consortium. PackageOne, Inc., will participate and spend significant time and resources in the AgPlus Partnership in the following ways:

- Workforce development issues and Regional WIB Board Membership;
- SlingShot planning and implementation;
- Continued efforts on supply chain innovation that supports food and beverage processing;
- Through packaging innovations with focus on materials and coatings;
- Peer-to-peer mentoring;
- Regional, state and national boards and committees;
- Business to business mentoring;
- Remain a regional asset and convener in these growth areas.

I will serve as the point of contact for the Central Valley AgPlus Consortium. Our EIN Number is 94-3350687. Please feel free to email any questions you may have to me at tkandris@packageone.com

Sincerely,



Tom Kandris
CEO/Managing Director
PackageOne, Inc.

WE'RE THE ONE™

www.PackageOne.com
Info@packageone.com
1 (866) 255-7541



March 26, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Commitment for California Central Valley AgPlus Food
Manufacturing Partnership - application for Investing in Manufacturing
Communities Partnership (IMCP) Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of the Sacramento Area Council of Governments (SACOG), I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development (OCED), the Center for Economic Development at Chico State, Valley Vision, and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. SACOG is pleased to be a member of the AgPlus Partnership consortium.

Auburn
Citrus Heights
Colfax
Davis
El Dorado County
Elk Grove
Folsom
Galt
Isleton
Lincoln
Live Oak
Loomis
Marysville
Placer County
Placerville
Rancho Cordova
Rocklin
Roseville
Sacramento
Sacramento County
Sutter County
West Sacramento
Wheatland
Winters
Woodland
Yolo County
Yuba City
Yuba County

SACOG will participate in the AgPlus Partnership by working with stakeholders throughout the Central Valley to enhance and disseminate the rural economic development and planning analysis toolkit SACOG has built over the last six years as part of its Rural-Urban Connections Strategy (RUCS) program. The toolkit includes data and analysis capacity to better understand and expand the entire food chain. SACOG has detailed information on crop production, aggregation, processing, distribution, and marketing. In particular, the development of a business plan for food aggregation and processing hubs strengthens the region's ability to get more local food into local market channels and helps communities develop mid-scale food processing facilities that generate a range of economic activities. Through a series of case studies, RUCS tools are helping local jurisdictions shape economic development and land use plans that support enterprises throughout the food chain. SACOG will work with partners to expand this type of analysis to other parts of the Central Valley to help communities capitalize on their agriculture and food assets and opportunities.

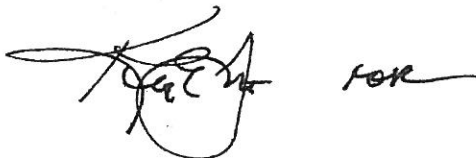
Current SACOG investments in the AgPlus Partnership ecosystem include:

- A California Strategic Growth Council grant to conduct a RUCS case study for Yolo County and related RUCS work. Grant amount is \$431,542.
- A USDA Specialty Crop Block Grant Program grant to conduct an agriculture and food cluster analysis, particularly to estimate new economic multipliers for the sector. Grant amount is \$387,038.
- A contract with the California Delta Protection Commission to conduct an agriculture and food economic development case study for northern Sacramento-San Joaquin Delta. The contract amount is \$45,000.

RUCS is building a wealth of knowledge and analytics of the unique challenges and opportunities in rural areas. In particular, RUCS is helping inform SACOG's Metropolitan Transportation Plan, which establishes planning and funding for a 25-year period. The information and data being generated from RUCS helps inform better rural transportation investments, which is critically important given the limited amount of funds available for these areas. With RUCS, the region is bringing into balance its understanding of urban and rural areas, how they affect each other and how to strategically make investments that benefit both.

David Shabazian, RUCS Program Manager, will serve as the point of contact for the Central Valley AgPlus Consortium. SACOG's DUNS number is 555895705. Please feel free to contact me at 916-340-6205 or mmckeever@sacog.org with any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mike McKeever', followed by a smaller signature that appears to read 'for'.

Mike McKeever
Chief Executive Officer



Sacramento
Employment and
Training
Agency

March 25, 2015

GOVERNING BOARD

DON NOTTOLI

Board of Supervisors
County of Sacramento

ALLEN WARREN

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PATRICK KENNEDY

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Executive Director

925 Del Paso Blvd., Suite 100
Sacramento, CA 95815

Main Office
(916) 263-3800

Head Start
(916) 263-3804

Website: <http://www.seta.net>

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Commitment for California Central Valley AgPlus Food
Manufacturing Partnership - Application for Investing in Manufacturing
Communities Partnership (IMCP) Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of the Sacramento Employment and Training Agency (SETA) and Sacramento Works, Inc., the local Workforce Investment Board for the Sacramento area, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sector partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

"Preparing People for Success: in School, in Work, in Life"

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. SETA is pleased to be a member of the AgPlus Partnership consortium, and will participate in the AgPlus Partnership in the following ways:

- Identify the Agriculture and Food Manufacturing sector as an area with high growth potential.
- Foster career pathways and earn and learn models within the sector.
- Leverage workforce development projects that focus on the sector.
- Participate in analyses of the sector that identify promising practices and untapped opportunities.

Current SETA investments in the AgPlus Partnership ecosystem include:

Slingshot – A \$1M regional project focused on strengthening an innovation ecosystem that fosters business startups, small business growth and entrepreneurship.

Regional Industry Clusters of Opportunity – A \$300K regional project focused on promoting career pathways and technology solutions within the electric vehicle and waste to energy area.

Mr. Roy Kim, will be SETA's single point of contact for the Central Valley AgPlus Consortium. Our EIN Number is 81-0640257. Please feel free to contact Roy Kim, Deputy Director at (916)263-3814 or via email at rkim@delpaso.seta.net with any questions you may have.

Sincerely,



Kathy Kossick
Executive Director



metrochamber

SACRAMENTO METROPOLITAN
CHAMBER OF COMMERCE

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Christi Black-Davis
Edelman Public Relations Worldwide

1ST VICE CHAIR

Ashil Abhat
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IMMEDIATE PAST CHAIR

James Beckwith
Five Star Bank

COMMUNITY DEVELOPMENT

Alex Taghavian
Capitol Impact, LLC

**ECONOMIC DEVELOPMENT/
INNOVATION**

Tom Kandris
PackageOne, Inc.

MARKETING & COMMUNICATIONS

David Lowe
KVEI Public Television

MEMBERSHIP

Trish Rodriguez
Kaiser South Sacramento Medical Center

PROGRAMS & EVENTS

Patrick Mulvaney
Culinary Specialists & Mulvaney's B&B

GOVERNMENT AFFAIRS

Stan Van Vleck
Van Vleck Ranch, Downey Brand
Cal Connected

SMALL BUSINESS & FARM TO FORK

Terry Harvego
Harvego Enterprises

ARDEN ARCADE BUSINESS COUNCIL

Tim Cahill
Charles C. Bell, Inc.

METRO EDGE

Michael Marion, Ph.D.
Drexel University

AT-LARGE REPRESENTATIVES

Chris Johnson
The Johnson Group, Inc.

Timothy Murphy

Sacramento Regional Builder's Exchange

Ann Madden Rice

UC Davis Medical Center

Bob Swanson

Boutin Jones Inc.

METRO PAC

Roy Brewer
Brewer Loftgren LLP

LEGAL COUNSEL

Chris Delfino
Delfino Madden O'Malley
Coyle & Koewler LLP

TREASURER

David Roughton
SAFE Credit Union

PRESIDENT & CEO

Peter Tateishi
Sacramento Metro Chamber
Dave Butler
NextEd

March 31st 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of Sacramento Metro Chamber, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

One Capitol Mall, Suite 300 / Sacramento, CA 95814 / 916.552.6800

WWW.METROCHAMBER.ORG

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. Sacramento Metro Chamber is pleased to be a member of the AgPlus Partnership consortium. The Sacramento Metro Chamber is involved and engaged in the Agriculture Industry in a number of ways:

Food and Agriculture Committee - This Metro Chamber committee meets on a monthly basis. It is a collection of business leaders from the agriculture industry. The focus of the committee to collaborate and ensure that the food and agriculture business sector grows along with informing policy issues that have a direct impact on the industry.

Capitol to Capitol – Business, civic and non-profit leaders from the Capital Region join together each year to participate in the largest "Fly-In" in the country. This year will be the 45th year of the Capitol to Capitol program in which our leaders visit Washington D.C. for several days to advocate for important industries in our region including Agriculture.

Business Walks: The Sacramento Metro Chamber works in partnership with other local chambers and cities in the region to organize business walks. This program is focused on business retention and expansion of existing companies. Last year Yolo County and the city of Woodland focused their business walk on over 100 Agriculture businesses in their area. The goal was to access the business environment and opportunities for expansion for these companies.

Small Business Development Center- The Capital Region SBDC is a program of the Metro Chamber in partnership with the SBA. This program provides one-on-one business advising to educate and prepare companies to grow their business. The SBDC serves an 8 county region including Yolo, Yuba, Sutter, Colusa, Lake and Sacramento counties. Assisting small businesses in the area of agriculture, manufacturing and innovation is a major focus for much of our region. We anticipate continued growth of these businesses in our region.

Next Economy- This is region-wide prosperity plan that focuses on how to best diversify and grow our economy in the Capital Region. The Sacramento Metro Chamber and other local leaders have determined to focus on 6 priority industry clusters that will propel sustained growth in the decades ahead. These industry clusters include: advanced manufacturing, food and agriculture, clean energy technology, education and knowledge creation, information and communications technology, and life and health sciences. The Metro Chamber has been instrumental in the implementation of this plan.

Perspectives on Agriculture and Innovation- In 2014 the Metro Chamber held a large event titled Perspectives on Agriculture. This event brought together over 500 leaders and stakeholders that are interested in growing

this vital industry in the Capital Region. In 2015 the title will change to Perspectives on Agriculture and Innovation and will be held in September. We anticipate over 1,000 to attend this event that will focus on fostering entrepreneurship, small business, agriculture and innovation. The event will have high profile speakers from industry as well as a wide range of breakout workshops that are of high importance to the business owners and leaders in agriculture and innovation.

Slingshot grant with WIB- This grant is hosted by the Go Biz grant in collaboration with the Workforce Investment Board to encourage Small Businesses to create new jobs. The Sacramento Metro Chamber is working with regional partners on ways to accelerate innovation and entrepreneurship in the Capital Region through the Slingshot initiative.

In addition, Sacramento Metro Chamber will commit \$50,000 In-Kind annually in staff time to support AgPlus Partnership implementation.

The Economic Development Director, Scott Leslie, will serve as the point of contact for the Central Valley AgPlus Consortium. Our EIN # is 94-0824600. Please feel free to contact Scott at (916) 321-9153 or email him at sleslie@metrochamber.org with any questions you may have.

Sincerely,



Peter Tateishi
President/CEO



April 1, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the Solano Economic Development Corporation (Solano EDC), I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

Solano EDC is a collaboration of private and public stakeholders that provide a leadership role for economic development efforts in Solano County and its seven cities. In today's environment, it is essential Solano County preserve its economic development base and also strives to enhance all prospects for expansion of existing business and industry. Solano EDC is committed to supporting partnerships and developing new opportunities that will increase economic activity and job generation.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Solano County has one of the most fertile agricultural regions in the world, high quality, abundant water, state of the art sewer treatment facilities, affordable land costs, the crucial transportation infrastructure including interstate highways, airports, rail systems and the port to get our local commodities to the world marketplace, a highly skilled workforce, the leading university in agriculture research, and a commitment to maintaining our land in active and profitable farming operations.

Sandy Person

President

sandy@solanoedc.org

Patricia Uhrich

Office Manager

pat@solanoedc.org

J. Paul Harrington

Project Manager

Solano Energy Watch

jpaul@solanoedc.org

Address:

360 Campus Lane, Suite 102
Fairfield, CA 94534

Phone:

707.864.1855

Fax:

707.864.6621

Toll Free:

888.864.1855

Website:

www.solanoedc.org

Solano County's Food Chain industry last year had an estimated \$1.4 billion in annual economic output and 9,500 jobs includes many of the industry's top names: Jelly Belly Candy Company, Anheuser-Busch, Campbell's Soup, Abbott Labs, Superior Farms, Cyto Sport, Sunnyside Farms, and Guittard Chocolate to name a few.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Solano EDC is pleased to be a member of the AgPlus Partnership consortium. Solano EDC will participate in the AgPlus Partnership by facilitating collaborative business recruitment, expansion and retention efforts that include introducing business assistance resources and incentives offered by our public and private partners, fostering programs that enhance competitiveness and encourage business growth, and exploring strategies that address complex regulatory issues that inhibit economic vitality.

In addition, Solano EDC's annual in-kind commitment will be \$15,000 to support AgPlus Partnership implementation.

I will serve as the point of contact for the Central Valley AgPlus Consortium. Our EIN Number is 91-1790564. Please feel free to contact me at (707) 864-1855 or sandy@solanoedc.org with any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sandy Person', with a stylized flourish at the end.

Sandy Person
President

March 23, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230



hosted by:
UCMERCED

RE: Letter of Commitment – Central Valley AgPlus Application for IMCP Manufacturing Community Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the UC Merced Small Business Development Center (SBDC) Regional Network, I am writing to express our commitment to participate as a member in the Central Valley AgPlus consortium being led by the Office of Community and Economic Development at Fresno State, the Center for Economic Development at Chico State, Valley Vision and the Tuolumne County Economic Development Authority. With the participation of many public and private sector partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the nation's food and beverage manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$40.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing is the region's major growth opportunity. Increasing the amount of value-added manufacturing that occurs within the region will reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor, and expand the nation's manufacturing output and exporting value. The region is also uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing more productive, cost-efficient and sustainable. Collaborative and strategic investments in the Central Valley's manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand the number of firms and good-paying jobs available to residents in the region.

The UC Merced SBDC Regional Network is pleased to be a member of the Central Valley AgPlus consortium and will participate by continuing to provide services to entrepreneurs and small businesses, including small- and medium-sized food and beverage manufactures, within nine of the region's fourteen counties. As the coordinator of the State-designated Central California Innovation Hub, the UC Merced SBDC Regional Network has broadened its scope by providing training and technical assistance with Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grant applications. In 2014, the UC Merced SBDC Regional Network received a **\$90,900** investment from the U.S. Small Business Administration to help small business owners, researchers, faculty members and others prepare grant applications to federal SBIR/STTR programs. The investment has enabled the UC Merced SBDC Regional

Network to continue offering its annual SBIR/STTR training workshops. It can be included as part of the existing assets within the Central Valley AgPlus ecosystem. Because we have the ability to leverage resources and have worked hard to develop effective strategic alliances over the past several years, our first quarter performance report (excerpt below), demonstrated we far exceeded our goals.

Activity	Accomplished	Proposed in Grant	Performance Delta
SBIR/STTR Training Activities (events)	5	12 events	Ahead of Target Q Target: 3
Participants in Training Activities	111	300	Ahead of Target Q Target: 75
SBIR/STTR Clients	27		
SBIR Proposals Submitted	12	30	Ahead of Target Q Target: 8
STTR Proposals Submitted	1		
SBIR Awards	1	0	+2
STTR Awards	1		
Counseling Hours	112	2,010	Below Target Q Target: 112 hours
Woman Owned Applications Submitted	1	Preferred	+1

The Manufacturing Community Designation will allow us to leverage the same resources, relationships and partners to bolster value added agriculture activities, specifically food and beverage manufacturing where we already have clients and consulting strength.

California's Central Valley is ripe for explosive growth in ag-related innovation. In 2014, the Lead Office created a position to design and implement the Innovation and Technology Commercialization Program (ITCP) for the UC Merced SBDC Regional Network. The primary function of the position is to coordinate and increase technology and innovation commercialization activities in the Network.

In addition to the SBIR/STTR activities above, in the first six months of the program, over 50 technology and innovation clients in the Network have been identified. Significant progress has been made on an innovation accelerator in Merced, the LaunchPad™ program has been implemented, inroads have been made with a number of angel groups, a partnership to support commercialization plans at UC Merced has been put in place, region wide innovation webinars have been implemented and two grants have been secured.

There are a number of accelerator, incubator and co-working efforts coming together across region. The Network entered into a partnership with the UC Merced Business Development Office (BDO), previously known as the Technology Transfer Office. Beginning December 1, 2014, the UC Merced BDO provided twenty-six projects from students, faculty and staff including ag, water, waste management and energy projects. The SBDC will be able to provide additional support and resources through this effort deploying any of the Network's 25 full time staff and more than 90 contract consultants to support these projects.

Working with OCTANe in Southern California, the Network has implemented LaunchPad™, a pitch prep tool for technology-based companies. The SBDC's Innovation Program staff works with clients to prepare them to pitch for investment, then a panel of 10-15 evaluators use a formalized assessment to evaluate the clients pitch on approximately 30 variables. The assessment scores are compiled and added to OCTANe's database of more than 1,000 businesses that have been through this process. A 10-12 page report is generated for each client that show them how they score against companies that went on to receive angel or venture funding within 12 months of participating in the LaunchPad™ process.

A 6,000 square foot space has been identified in Merced for an innovation-based accelerator that includes commercialization of value-added ag research. The Merced Venture Lab is a partnership between the SBDC, the City of Merced and UC Merced. UC Merced has committed to \$1.3 million in renovations to the space. The SBDC Office in Merced will be moved to this new location. Construction is underway, with a grand opening planned for May or June 2015.

Although there are a number of angel investing groups across the region, there is very little angel activity.

The Lead Office purchased 35 copies of Angel Investing by David Rose. The books are being distributed to individuals who can help influence the angel community and help support an increase in angel activity. The Innovation Program staff are also working to connect angel investors across the region and starting discussion of a region wide angel conference led by the SBDC in 2016-2017.

The Central Valley is an ideal region for federal investment. It offers tremendous economic opportunities stemming from its agricultural economy that can be capitalized by accelerating the growth of its value-added food and beverage manufacturing industries. For that reason, I am committing the UC Merced SBDC Regional Network to serve on the AgPlus Consortium Steering Committee and Research and Innovation and Supplier Network Working Groups. Its DUNS number is 1136450840000 and the EIN number is 27-0093858.

Mysty Rusk will serve as the point of contact to the consortium. She can be reached at (559) 241-7413 or mrusk@ucmerced.edu with any questions you may have. Thank you for your time and consideration.

Sincerely,



Diane R. Howerton
Regional Director

Letters of Support:

1. Office of Congresswoman Doris Matsui (D-6)
2. Office of Congressman John Garamendi (D-3)
3. Office of Congressman Ami Bera (D-7)
4. Governor's Office of Business and Economic Development
5. California Community Colleges, Chancellor's Office
6. California Workforce Investment Board
7. California Department of Food and Agriculture
8. California Department of Health and Human Services
9. California League of Food Processors
10. California Rice Commission
11. California State University, Chico
12. Sacramento Regional Technology Alliance
13. California Central Valley Economic Development Corporation
14. ChicoStart
15. County of Sacramento
16. County of Yolo
17. Madera County Workforce Investment Board
18. City of West Sacramento
19. Sacramento Housing and Redevelopment Agency
20. Innovate Northstate
21. Northern Rural Training & Employment Consortium
22. Shasta College

Congress of the United States
House of Representatives
Washington, DC 20515-0506

April 24, 2014

Mr. Matt Erskine
Acting Assistant Secretary for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Room 71014
Washington, DC 20230

RE: Letter of Support for Central Valley AgPlus Manufacturing Community designation proposal

Dear Acting Secretary Erskine:

I am writing to express my support for Fresno State's Office of Community and Economic Development's (OCED) application to the Economic Development Administration's Investing in Manufacturing Communities Partnership Designation for Manufacturing Communities. OCED is partnering with several key stakeholders across 28 California counties for an unprecedented effort to bolster the Central Valley's bio-based economy. Agricultural production has been the region's heritage and competitive advantage in the global economy. Food, fiber, forest and fuel are the region's growth opportunities of the future.

Increasing the amount of value-add agricultural manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries; primarily those along the Pacific Rim. The region is also uniquely positioned to capitalize on alternative fuel production stemming from agricultural waste streams and biomass situated within the region's forested areas. Reducing the biomass within the region's forests will not only reduce the propensity of costly fires, but also make the critical watersheds that irrigate the Central Valley more efficient and bountiful.

Through coordination and strategic investments in areas such as in-demand workforce training, commercialized research, strengthened supply chains, improved transportation and energy infrastructure, export promotion and enhanced access to capital, the entire region will mitigate chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in manufacturing. The federal "Manufacturing Community" designation will enable California's Central Valley to create good-paying jobs while expanding the nation's manufacturing output and exporting value.

This Central Valley is the ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in agriculture and strengthen a comprehensive approach to implementing an economic development plan that will attract, retain and expand manufacturing jobs and investments in California.

Sincerely,



DORIS O. MATSUI
Member of Congress

JOHN GARAMENDI
3RD DISTRICT, CALIFORNIA



UNITED STATES CONGRESS

ARMED SERVICES COMMITTEE
STRATEGIC FORCES SUBCOMMITTEE
EMERGING THREATS AND CAPABILITIES
SUBCOMMITTEE

TRANSPORTATION AND
INFRASTRUCTURE COMMITTEE
RANKING MEMBER
COAST GUARD AND MARITIME TRANSPORTATION
SUBCOMMITTEE
WATER RESOURCES AND ENVIRONMENT
SUBCOMMITTEE
AVIATION SUBCOMMITTEE

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March 24, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

Dear Deputy Assistant Secretary Erskine:

I am writing this letter in support for the designation of the Central Valley AgPlus Food Manufacturing Partnership for the Investing in Manufacturing Communities Partnership Designation. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the state's food manufacturing economy.

With a \$3.2 billion agricultural production value in my Congressional District, I understand the vital role food manufacturing plays in the regional economy. Moreover, the Central Valley has been widely recognized as a global leader in agricultural production, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain will be the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. As a member of the House Committee on Transportation & Infrastructure, I have advocated for *Make It In America* policies, aiming to create the best conditions for American businesses to manufacture their products, innovate and create jobs right here in the United States. Moreover, the AgPlus partnership will not only enhance the state's agricultural manufacturing capacity but strengthen America's manufacturing industry.

The region is also uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

JOHN GARAMENDI
3RD DISTRICT, CALIFORNIA



UNITED STATES CONGRESS

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ARMED SERVICES COMMITTEE
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SUBCOMMITTEE

TRANSPORTATION AND
INFRASTRUCTURE COMMITTEE

RANKING MEMBER
COAST GUARD AND MARITIME TRANSPORTATION
SUBCOMMITTEE

WATER RESOURCES AND ENVIRONMENT
SUBCOMMITTEE

AVIATION SUBCOMMITTEE

The Central Valley Partnership also encompasses UC Davis, one of the top research universities in the nation and a global leader in agricultural-tech innovation. It's with great pride that I represent and serve UC Davis, which has been a catalyst for many groundbreaking ideas and technologies that have accelerated into commercial practices within the agricultural-manufacturing industry. With an annual research budget of over \$750 million, UC Davis will serve as a great strategic partner in strengthening the regional manufacturing ecosystem.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,

A handwritten signature in blue ink that reads "John Garamendi".

John Garamendi
Member of Congress
California, District-3

AMI BERA, M.D.

7TH DISTRICT, CALIFORNIA

COMMITTEE ON FOREIGN AFFAIRS

SUBCOMMITTEES:

ASIA AND THE PACIFIC

AFRICA, GLOBAL HEALTH, AND HUMAN RIGHTS

COMMITTEE ON SCIENCE, SPACE, AND
TECHNOLOGY

SUBCOMMITTEES:

RESEARCH

SPACE



Congress of the United States

House of Representatives

March 31, 2015

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The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Consortium –
application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

I am respectfully requesting that you carefully review the request for the designation of the Central Valley AgPlus Food Manufacturing Consortium as an Investment in Manufacturing Communities Partnership. With the participation of many public and private sector partners throughout California's great Central Valley, the AgPartnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that the production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth industry.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

I believe this region is an ideal investment of federal funds as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Thank you for your thorough and thoughtful consideration of this application.

Be well,

A handwritten signature in blue ink that reads "Ami Bera".

Ami Bera, M.D.
Member of Congress



GOVERNOR'S OFFICE OF BUSINESS AND ECONOMIC DEVELOPMENT

STATE OF CALIFORNIA ♦ OFFICE OF GOVERNOR EDMUND G. BROWN JR.

March 27, 2015

The Honorable Matt S. Erskine
Secretary for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Acting Secretary Erskine:

On behalf of the Governor's Office of Business and Economic Development (GO-Biz), I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-add agricultural manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries; primarily those along the Pacific Rim trade corridor. The region is also uniquely positioned to capitalize on alternative fuel production stemming from agricultural waste streams and biomass situated within the region's forested areas. Reducing the biomass within the region's forests will not only reduce the propensity of costly fires, it will also make the critical watersheds that irrigate the Central Valley more efficient and bountiful.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.



GOVERNOR'S OFFICE OF BUSINESS AND ECONOMIC DEVELOPMENT

STATE OF CALIFORNIA ♦ OFFICE OF GOVERNOR EDMUND G. BROWN JR.

Page 2

This region is poised to capitalize on the exponential growth opportunities in agriculture and strengthen a comprehensive approach to implementing an economic development plan that will attract, retain and expand manufacturing jobs and investments in California. GO-Biz believes that this region is an ideal investment for the federal government and is committed to work with the stakeholders as well as sister agencies and departments to identify the appropriate combination of funds, in-kind contributions, competitive credits and tax credits available to support these efforts should the Central Valley be successful.

Should you have any questions or if we can be of any further assistance, please contact GO-Biz Deputy Director of Innovation and Entrepreneurship, Louis Stewart at (916) 322-0694.

Sincerely,

Signed by Louis Stewart on behalf of
Kish Rajan
Director

**CALIFORNIA COMMUNITY COLLEGES
CHANCELLOR'S OFFICE**

1102 Q STREET
SACRAMENTO, CA 95811-6549
(916) 445-8752
<http://www.cccco.edu>



March 24, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine,

On behalf of California Community Colleges Chancellor's Office, I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's (California State University, Fresno) Office of Community and Economic Development (OCED), the Center for Economic Development at Chico State (California State University, Chico), Valley Vision and the Central Sierra Economic Development District, as well as Central California Community Colleges Committed to Change (C6) Consortium. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies.

The Honorable Matt S. Erskine

March 24, 2015

Page 2,

The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,

A handwritten signature in black ink, appearing to read "Van Ton-Quinlivan". The signature is fluid and cursive, with the first name "Van" being more prominent.

Van Ton-Quinlivan, Vice Chancellor

Workforce and Economic Development Division

Michael Rossi, Chair ■ Tim Rainey, Executive Director ■ Edmund G. Brown, Jr., Governor

March 19, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership -
application for Investing in Manufacturing Communities Partnership (IMCP) Designation**

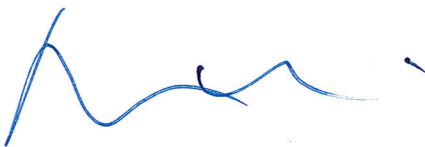
Dear Deputy Assistant Secretary Erskine:

The California Workforce Investment Board (State Board) is pleased to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

Sincerely,



Tim Rainey
Executive Director

April 1, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the California Department of Food and Agriculture, I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain are the region's major growth opportunity, which contributes to making Californians healthier.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that are transferred to other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community



The Honorable Matt S. Erskine
April 1, 2015
Page 2

Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy, accelerate the growth of value-added food and beverage manufacturing and supply chains, and enhance Californians' health and well-being.

Sincerely,

A handwritten signature in blue ink that reads "Karen Ross". The signature is written in a cursive, flowing style.

Karen Ross
Secretary

State of California HEALTH AND HUMAN SERVICES AGENCY



DIANA S. DOOLEY
SECRETARY

April 1, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership
- application for Investing in Manufacturing Communities Partnership (IMCP) Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of the California Health and Human Services Agency, I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

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Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that are transferred to other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy, accelerate the growth of value-added food and beverage manufacturing and supply chains, and enhance Californians' health and well-being.

Sincerely,

Diana S. Dooley
Secretary

Aging

Child Support
Services

Community Services
and Development

Developmental
Services

Emergency Medical
Services Authority

Health Care Services

Managed Health Care

Public Health

Rehabilitation

Social Services

State Hospitals

Statewide Health
Planning and
Development



March 24, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

I am writing on behalf of the California League of Food Processors to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity. A recent economic study found that in the Central Valley every job in the food processing sector generates another 2.8 jobs in related sectors.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community

Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,

A handwritten signature in dark ink, appearing to read "Rob Neenan", with a long horizontal flourish extending to the right.

Rob Neenan
President/CEO



The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Support for California Central Valley AgPlus Food
Manufacturing Partnership - application for Investing in Manufacturing
Communities Partnership (IMCP) Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of the state's 2,500 rice farmers and 40 marketing organizations, I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will

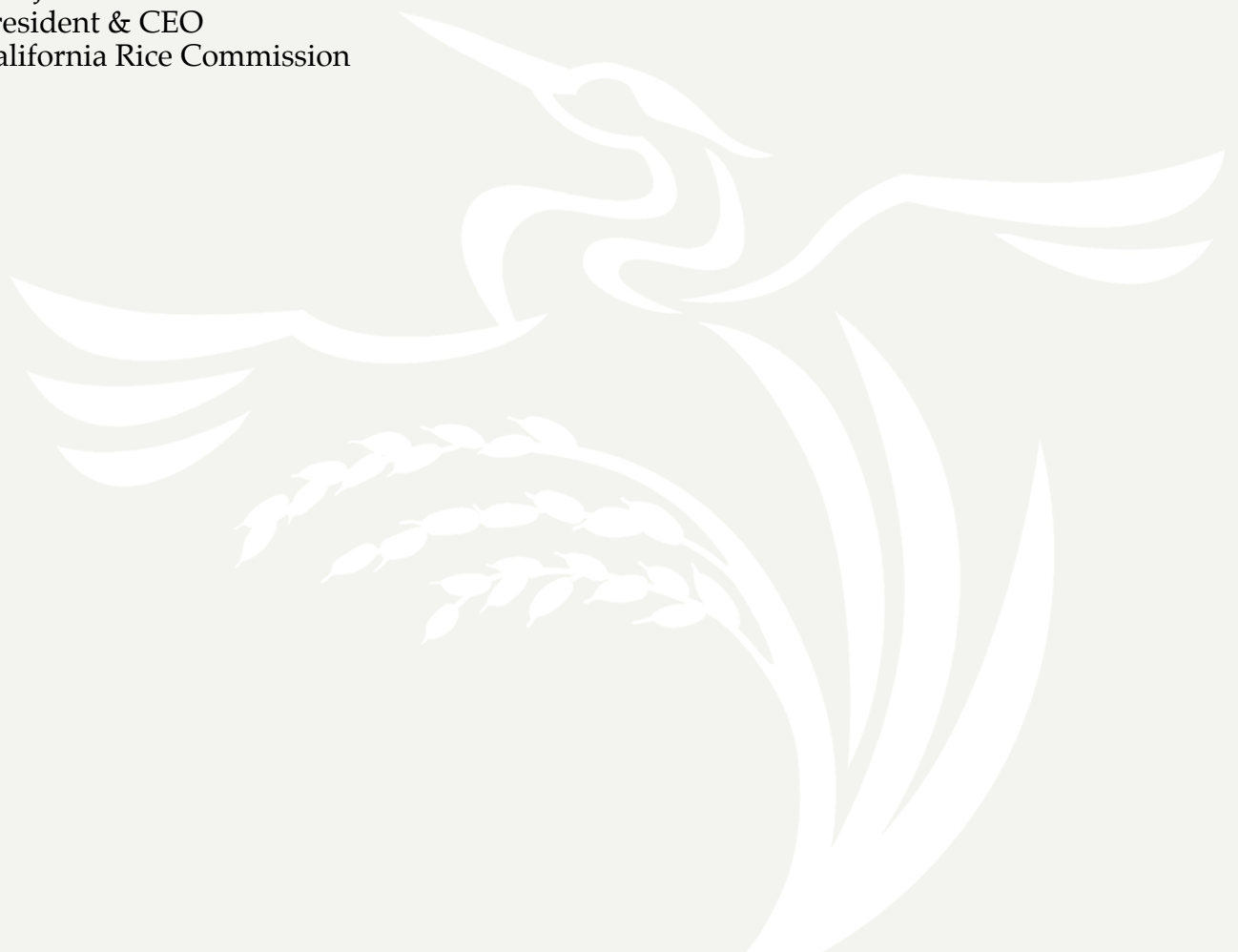
attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Johnson", enclosed within a white rectangular box.

Tim Johnson
President & CEO
California Rice Commission





March 30, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the Agribusiness Institute at California State University - Chico, I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

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Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,

Dr. Eric E. Houk
Professor and Program Lead in Agricultural Business
Director, Agribusiness Institute
California State University, Chico
EHouk@csuchico.edu



March 30, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the Sacramento Regional Technology Alliance (SARTA), I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain are the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

SARTA is pleased to support this effort by making all of its programs and services available to companies involved with IMCP activities. A bit about SARTA: as a 501c3, SARTA has a mission to accelerate technology companies in the Sacramento region. We seek to support companies that are founded, funded, and growing in the Greater Sacramento and Sacramento Valley areas, and are commercializing technologies that impact agriculture and food production, as well as brings advances

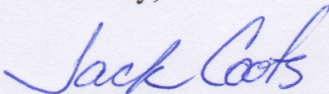
to manufacturing. Our programs are designed to help young and growing technology companies work through the challenges of getting to market and growing to scale, in order to ensure a greater chance of a more significant success on their part – and the creation of jobs and wealth within the region.

As an example of how SARTA's work might intersect with the IMCP, consider Sacramento-based RF Biocidics. The company is commercializing a radio-frequency-based pesticide alternative to harsh chemicals currently used. Its product could be incorporated into the operations of food processors up and down the California Central Valley – directly enhancing the value-added manufacturing that is the scope of the proposed IMCP. SARTA has supported RF Biocidics both formally, through its AgStart program, and informally, through introductions and by providing supporting material to its CEO to enable the company to persuade its Board that it should not be relocated outside the region. Other companies bringing food and ag technologies to market could tap our Leadership Series workshops for training and education, our VentureStart mentoring program for direct guidance to early-stage companies, and our TechSurge program that provides an ongoing, informal advisory group to help companies with greater than \$5M in revenue to meet their next challenges of scale.

At SARTA we believe strongly in the intersection of technology-based solutions with the ag and food markets, as a means to drive productivity and efficiencies, to husband limited resources, to control costs, and to add value to end products. We look forward to the news from the Department of Commerce of the California Central Valley's successful IMCP designation.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,



Jack Coots
Program Director
SARTA / AgStart



March 26, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

**RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership
- application for Investing in Manufacturing Communities Partnership (IMCP) Designation**

Dear Deputy Assistant Secretary Erskine:

On behalf of California Central Valley EDC (CCVEDC), I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

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This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-

added food and beverage manufacturing and supply chains. CCVEDC is pleased to be a member of the AgPlus Partnership consortium. CCVEDC will participate in the AgPlus Partnership in the following ways: liaison with Central Valley Business, target industry information, demographics and enhancement and recruitment of businesses to the Central Valley.

Current CCVEDC investments in the AgPlus Partnership ecosystem include: assistance with conducting a detailed assessment of the San Joaquin Valley's existing manufacturing ecosystem; helping convene, and to gather information from manufacturing employers, organizing labor and other partners in support of this process. The CCVEDC members also participated and engaged private sector partners in Stage 2 priority-setting meetings.

The Partnership has an exceptional track record of administering comprehensive, regional projects that promote the collaboration of the region's public and private sectors. For that reason, the CCVEDC is committed to the success of this regional project and encourages favorable consideration to the Partnership's proposal.

Should you have any questions, please feel free to contact me at (559) 476-2513 or leager@fresnoedc.com.

Sincerely,

A handwritten signature in black ink, appearing to read "Lee Ann Eager", written in a cursive style.

Lee Ann Eager
Chair, CCVEDC Board

03/31/2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of Innovate Northstate and Chicostart I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

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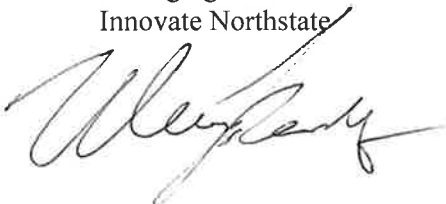
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This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,

Wendy Porter
Managing Director Chicostart
Innovate Northstate

A handwritten signature in dark ink, appearing to read 'Wendy Porter', is written over the typed name and title.



March 26, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of Sacramento County Office of Economic Development and Marketing, I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State University's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State University, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

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This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,

A handwritten signature in purple ink, appearing to read 'Troy Givans', with a stylized, flowing script.

Troy Givans
Director
Sacramento County Office of
Economic Development and Marketing



County of Yolo

DON SAYLOR

Chair, Representing District 2

625 Court Street, Room 204

Woodland, CA 95695-1268

(530) 666-8622

District Office:

600 A Street, Suite B

Davis, CA 95616

(530) 757-5557 Office

(530) 666-8193 Fax

March 24, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

Yolo County has led the way for many decades on promoting the inherent value of agriculture. Long before the Farm to Fork movement, our policies and initiatives have focused on promoting the future of agriculture to the benefit of the worldwide community. Production agriculture is the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is our major growth opportunity.

Yolo County, in regional partnerships, is focused on increasing the amount of value-added manufacturing that occurs here. We need to reduce the dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. Our region is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied here that are making food manufacturing more productive, cost-efficient and sustainable.

Our region continues to have higher levels of unemployment than the nation and the State. Collaborative and strategic investments in the manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.



County of Yolo

DON SAYLOR

Chair, Representing District 2

625 Court Street, Room 204

Woodland, CA 95695-1268

(530) 666-8622

District Office:

600 A Street, Suite B

Davis, CA 95616

(530) 757-5557 Office

(530) 666-8193 Fax

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Regards,

Don Saylor
Yolo County Supervisor, District 2

MADERA COUNTY WORKFORCE INVESTMENT BOARD

March 17, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of Madera County Workforce Investment Board, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

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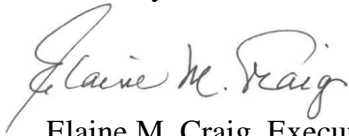
Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains. The Madera County Workforce Investment Board is pleased to be a member of the AgPlus Partnership consortium. Madera County Workforce Investment Board will participate in the AgPlus Partnership in the following ways: Promoting the IMCP designation in Madera County, participating in Partnership meetings and events and assist in developing and executing the strategies for increased investments in Madera County, and the region.

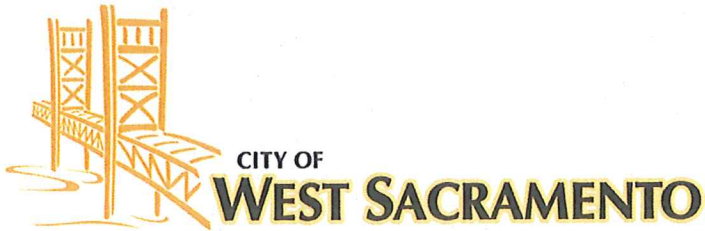
Current Madera County Workforce Investment Board investments in the AgPlus Partnership ecosystem include: Identified the related industry and sectors as priority through Board policy for occupations in demand occupational skills training, have engaged the employers in Madera County by providing a robust menu of business services such as recruitment, screening and assessment, in addition to training opportunities through On the Job Training with subsidized wages. Conducted focus groups to determine needs of the industry and sectors for curriculum development with training providers, as well as assure adequate and appropriate representation on the Board.

In addition, the Madera County Workforce Investment Board will commit to staffing, training and supportive services from Workforce Investment Act/Workforce Innovation and Opportunities Act funding, as possible and allowable, to support AgPlus Partnership implementation.

Sincerely,

A handwritten signature in cursive script that reads "Elaine M. Craig".

Elaine M. Craig, Executive Director
Madera County Workforce Investment Board



CITY HALL

1110 West Capitol Avenue
West Sacramento, CA 95691

City Council**City Manager****City Clerk****Information Technology**

(916) 617-4500

Economic Development

(916) 617-4535

Community Development**Planning/****Development Engineering**

(916) 617-4645

Building

(916) 617-4683

Housing & Community**Investment**

(916) 617-4555

Code Enforcement

(916) 617-4925

Public Works**Administration****Engineering****Flood Protection**

(916) 617-4850

Port of West Sacramento

(916) 371-8000

Refuse & Recycling

(916) 617-4590

Utility Billing

(916) 617-4589

Administrative Services**Administration**

(916) 617-4575

Human Resources

(916) 617-4567

Parks & Recreation**Administration**

(916) 617-4620

Recreation Center

(916) 617-4770

Community Center

(916) 617-5320

FIRE

2040 Lake Washington Blvd.

West Sacramento, CA 95691

(916) 617-4600

Fax (916) 371-5017

POLICE

550 Jefferson Boulevard

West Sacramento, CA 95605

(916) 617-4900

PUBLIC WORKS**Operations**

1951 South River Road

West Sacramento, CA 95691

(916) 617-4850

March 26, 2015

The Honorable Matt S. Erskine

Deputy Assistant Secretary for Economic Development

U.S. Department of Commerce

Economic Development Administration

1401 Constitution Avenue, NW

Washington, DC 20230

RE: Letter of Commitment for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the City of West Sacramento, I am writing to express our commitment to participate as a member in the Central Valley AgPlus Food Manufacturing Partnership consortium. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, AgPlus is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

Collaborative and strategic investments in the Central Valley manufacturing ecosystem will assist the region in mitigating chronic poverty and unemployment by creating a globally competitive environment that will attract, retain and expand investments in food and beverage manufacturing and associated technologies. The Investing in Manufacturing Community Partnership designation will enable the Central Valley to create good-paying jobs and career pathways while expanding the nation's manufacturing output and exporting value.

This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

The City of West Sacramento is pleased to be a member of the AgPlus Partnership consortium. West Sacramento is home to 35 companies in the food industry, including Farmer's Rice, Nor-Cal Beverage, United Natural Foods (Unfi), Bayer Crop Science, California Safe Soil, Rice Bran Technologies, Shinmei and Nippon Shokken U.S.A. The City of West Sacramento will participate in the AgPlus Partnership in the following ways:

- Targeted retention and attraction of food manufacturing
- Engaging the City's existing global food industry companies
- Facilitating private industry participation in IMCP initiatives
- Leveraging the Port of West Sacramento and international trade
- Donating meeting space, equipment, services and support staff for events
- Participation on IMCP steering committees and advisory bodies
- Promoting and sponsoring initiatives and events
- Seeking investment from local education and workforce agencies

West Sacramento's existing investments in the AgPlus Partnership ecosystem include:

Reliable and high-quality water supply
Municipal Water Treatment Plant Capacity
Abundant land and building inventory for food industry facilities
Continuing investment in expanded water capacity and infrastructure

Contingent on availability of federal funding for an AgPlus project:

The City could accelerate additional investment in capital improvement projects to increase water and sewer capacity and infrastructure to serve the food industry, from the City's Capital Improvement Program and Infrastructure Financing Districts, and leverage private investment for these purposes, to support AgPlus Partnership implementation. The City would seek funding commitments from private education and workforce development agencies for training programs to support food industry and innovation career and technical education.

Diane Richards will serve as the point of contact for the City of West Sacramento for the Central Valley AgPlus Consortium. Please contact her at 916-617-4500 or dianer@cityofwestsacramento.org.

Sincerely,



Aaron Laurel
Economic Development Manager



INVESTING IN COMMUNITIES

March 26, 2015

A Joint Powers Agency

MEMBERS

City of Sacramento

County of Sacramento

Redevelopment Agency of
the City of Sacramento

Redevelopment Agency of
the County of Sacramento

Housing Authority of the
City of Sacramento

Housing Authority of the
County of Sacramento

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership – application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

The Sacramento Housing and Redevelopment Agency (SHRA) is the Joint Powers Agency that runs the Public Housing Authorities for both the City and County of Sacramento. We are fortunate to be located in Sacramento; the fertile Central Valley region of California where the majority of the crops that feed the nation are produced. California, the highest food producing state in the nation has \$21.24 billion (2013) in annual exports. Agricultural production is important because it outperforms all other sectors of the U.S. economy. In addition, food manufacturing accounts for over 14% of all manufacturing employees in the United States.

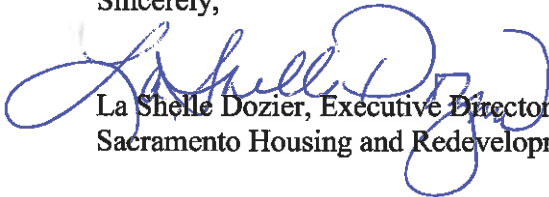
Although we live in the “Farm to Fork Capital”, Sacramento, there is a disconnect between the abundance of the agricultural sector in production and the families who reside in the urban core. The missing link is the connection between unemployed households and the employment opportunities offered by this growth industry. This becomes poignantly clear when we look at unemployment rates in some of our larger public housing communities. One of the largest public housing sites in the City of Sacramento is Marina Vista, where 50% of the residents have no earned income.

Over the past few years through the Promise Zone and Choice Neighborhood Initiative (CNI) application processes, SHRA has convened collaborative working groups focused on solving the key indicators for poverty amongst our residents. CNI is intended to transform the public housing site into a new mixed income development. The guiding principle of the Promise Zone initiative is to work collaboratively to support favorable outcomes as a network of community leaders, residents, business stakeholders and local government officials. The Workforce Development working group has been engaged in developing a plan to bring employment opportunities to residents at Marina Vista and Alder Grove, another large family community. The Investing in Manufacturing Communities Partnership (IMCP) represents an opportunity to bridge the divide between farm and fork by offering Career and Technical Education (CTE) career pathways within the supplier network including processing, production and distribution.

Another aspect of this initiative benefiting low-income residents is the creation of micro-enterprises, culinary incubators and mid-scale processing and specialty enterprises that serve as capital magnets, entrepreneurial incubators and job generators.

SHRA is pleased to partner with this initiative and will continue to provide professional staff involvement in the Workforce Development working group as we look for training and employment opportunities for our residents.

Sincerely,



La Shelle Dozier, Executive Director
Sacramento Housing and Redevelopment Agency

03/31/2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of Innovate Northstate and Chicostart I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

It is widely recognized that production agriculture has been the Central Valley's mainstay and competitive advantage in the global economy, with \$34.7 billion in farm gate value and \$11 billion in exports. Value-added food and beverage manufacturing and the associated supply chain is the region's major growth opportunity.

Increasing the amount of value-added manufacturing that occurs within the region will help reduce the amount of dollars and jobs that leak into other countries, primarily those along the Pacific Rim trade corridor. The region also is uniquely positioned to be a global center of innovation, by capitalizing on water, energy and waste reduction technologies being developed and applied in the Central Valley that are making food and beverage manufacturing technologies more productive, cost-efficient and sustainable.

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This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,

Wendy Porter
Managing Director Chicostart
Innovate Northstate

A handwritten signature in dark ink, appearing to read 'Wendy Porter', is written over the typed name and title.



NORTEC

Northern Rural Training & Employment Consortium

525 Wall Street • Chico, CA 95928 • (530) 892-9600 • Fax: (530) 892-9609

Butte • Del Norte • Lassen • Modoc • Nevada • Plumas • Shasta • Sierra • Siskiyou • Tehama • Trinity

April 1, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of Northern Rural Training and Employment Consortium, I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

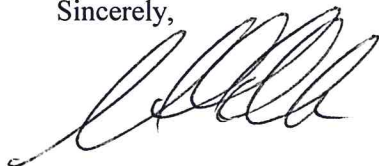
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This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Cross', with a stylized, cursive script.

Michael Cross
Executive Director

March 31, 2015

The Honorable Matt S. Erskine
Deputy Assistant Secretary for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Letter of Support for California Central Valley AgPlus Food Manufacturing Partnership - application for Investing in Manufacturing Communities Partnership (IMCP) Designation

Dear Deputy Assistant Secretary Erskine:

On behalf of the Deputy Sector Navigator of Advanced Manufacturing under the Doing What Matters for Jobs and the Economy Framework hosted at Shasta College, I am writing to express support for the designation of the Central Valley AgPlus Food Manufacturing Partnership as an Investment in Manufacturing Communities Partnership. The AgPlus Partnership is being led by Fresno State's Office of Community and Economic Development's (OCED), the Center for Economic Development at Chico State, Valley Vision and the Central Sierra Economic Development District. With the participation of many public and private sectors partners throughout California's great Central Valley, the AgPlus Partnership is an unprecedented effort to bolster the region's and the state's food manufacturing economy.

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This region is an ideal investment for the federal government, as it will capitalize on the exponential growth opportunities in the Central Valley's agricultural economy and accelerate the growth of value-added food and beverage manufacturing and supply chains.

Sincerely,



Rick Osbrink
Deputy Sector Navigator – Advanced Manufacturing
Shasta College

