



OPPORTUNITY STANISLAUS - OUR FUTURE IS NOW!



STANISLAUS
BUSINESS
ALLIANCE



A Call to Action

Opportunity Stanislaus – Our Future is Now!

Stanislaus County has maintained a strong agricultural and manufacturing history since the first farmers arrived here in the mid-1800s to grow wheat. Since then, this county has become one of the top food and beverage production counties in the United States. In fact, a recent study by the California League of Food Processors and UC Davis listed Stanislaus County as the second leading food production county in the State of California behind Los Angeles County.

Despite our economic strength, the county trails the state and the nation in key economic indicators such as unemployment, poverty, average income and educational attainment. The challenge before us is to retain the things that make our county strong while executing a solid economic development plan that will measurably improve social and financial opportunities.

In April, we retained the services of Funding Solutions of Austin, Texas to conduct in depth interviews of dozens of business and civic leaders in Stanislaus County to begin to understand how we could better serve the needs

Stanislaus County businesses and improve economic opportunity for all. After conducting 73 interviews, we heard you say there are four key initiatives we need to focus on:

1. Help our existing businesses to grow and thrive.
2. Establish a demand driven workforce readiness program that will enable our companies to recruit and retain the employees and managers they need.
3. Tell the world who we are by creating an effective messaging campaign instead of letting others tell people who we are.
4. Develop a culture of innovation and entrepreneurship in our county by inspiring the many creative, bright people with good ideas to turn those ideas into viable businesses and create new jobs.

So, the Opportunity Stanislaus plan in this document is in reality your plan. We listened to our community, and now we have a plan we are confident you will support.

We encourage you to be part of the team fueling our programming with your time, talent and resources -- pulling together to achieve our goal to make Stanislaus County a great place to work, live and play. Opportunity Stanislaus – *Our future is now!*



Jeff Foster

Chairman of the Board
Stanislaus Business Alliance



David White

Chief Executive Officer
Stanislaus Business Alliance

Message from the Campaign Chair

Opportunities abound throughout the Central Valley region to build upon our agricultural legacy and to leverage ever-increasing potential for smart economic growth. These opportunities, combined with Stanislaus County's metropolitan resources and conveniences, and the warmth, charm and feel of our smaller communities, create a unique platform upon which to establish a premier place to live, learn, work, play - and grow a business.

Under its new leadership, the Alliance is building a strong record of community involvement, contributions to the business economy and of helping improve the quality of life of the citizens across Stanislaus County. This new five-year plan, *Opportunity Stanislaus -- Our Future is Now!* solidifies and builds that ever expanding vision.

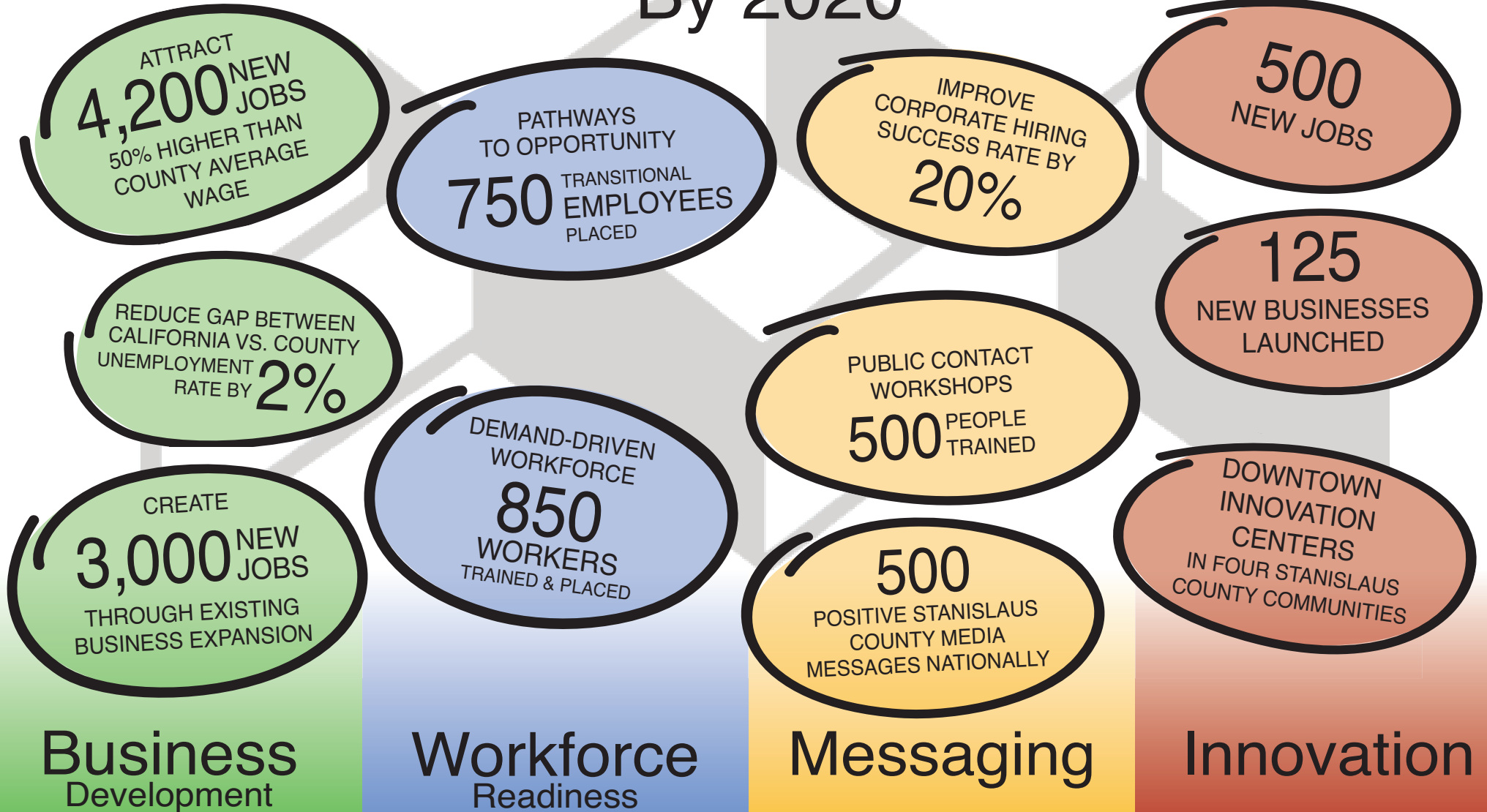
This is not a plan created by our board and staff. It is the plan of all the communities in Stanislaus County, because it is the culmination of 73 one-on-one interviews, through which community leadership in both the public and private sectors provided individual input about the program initiatives that are important to us.

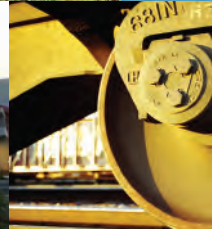
I have been personally involved in the planning phases of our new five-year plan. I fully believe in and am committed to both the process and the program initiatives. I am confident that you, along with the many public and private leaders who are already on board, will see the vital importance of working together to become all we can and will be!



Ron Jackson
President and CEO
Beard Land and Investment Co.

By 2020





Business Development



“The growth of existing business is crucial to our community. More jobs are created from those of us already vested here. I love how the new Opportunity Stanislaus plan will be adding additional resources to maximize the potential of our core industries like Ag and Food Processing.”

— Steven Lau, Vice President,
Yosemite Meat Company, Inc.

Mission

Facilitate job growth by driving new and existing business expansion through support of local companies, development of a stronger supply chain, attracting good-fit companies to the county and development of our economic clusters--a group of companies with similar characteristics that can collaborate on common interests.

Objective #1 – Grow Local Businesses

- Expand and improve our local business contact program
- Lead the effort in visiting base employers who bring in new dollars to the county
- Partner with Chambers of Commerce in visiting companies that generate revenues locally in order to help businesses expand and grow
- Provide exceptional customer support to all businesses by helping them resolve issues that pertain to the workforce, infrastructure, and community and business services to help remove barriers to success

Objective #2 – Develop the Supply Chain

- Create an asset map that lists all local suppliers and their capabilities. This will help end users know about local suppliers with whom they can enter into business contracts.
- Learn through our local business surveys what out-of-area suppliers are under contract. Contact these suppliers and encourage them to open facilities and offices in Stanislaus County.
- Attract good-fit companies that can benefit from the supply base that is already here



Objective #3 – Attract California Program

- Utilize existing market databases and business connections to identify and target good-fit California companies to expand or relocate in Stanislaus County. A good-fit company is a company that would have a compelling reason to be in Stanislaus County because of the strength of our economic clusters, our lower cost of doing business or the unique characteristics of our workforce.
- Visit these companies, inviting company executives to visit us
- Meet with key site selection consultants who advise companies on site location decisions

Objective #4 – Industry Clusters

- Grow, support and communicate our industry clusters to help further diversify the economy
 - Target and attract specific companies from other areas to be part of our vibrant economic landscape
 - Identify and understand the challenges and issues which restrict growth within our clusters and develop a plan to help overcome those issues and challenges
 - Develop a cluster profile which clearly defines the cluster's impact on the local economy, the companies that are part of the cluster and the specific assets and opportunities of that cluster
- Provide business networking opportunities for local businesses
- Identify job opportunities for county residents

Expected Outcomes

- Develop cluster teams in Ag Tech, Business Services, Food Processing, Healthcare, Logistics and Manufacturing by the end of 2016. Facilitate the creation of 5,000 new jobs by the end of 2020.
- Develop the Supply Chain Asset Map by the end of 2016. By 2020 we will attract 15 new suppliers to the county which will create 400 jobs. We will help local suppliers make business contacts which will create an additional 500 jobs.
- Through the “Attract California Program” we will add 4,200 new jobs by the end of 2020. At least half of those jobs will be higher-paying than the average county wage.
- Complete 300 business visits in 2016. We will enter into a Memorandum of Understanding with each Chamber to assist us in interviewing local revenue producing companies by the end of 2016. By 2020 we will be visiting 400 businesses per year. We expect to facilitate the creation of 3,000 new jobs over 5 years through this program.

Key Indicators

- The gap between the California average unemployment rate and the Stanislaus County unemployment rate will be reduced by 2 percent by 2020
- The gap between the California average wage and the Stanislaus County average wage will narrow by 10% by 2020



Demand-Driven Workforce Readiness



Del Monte
Quality

“Expanding the Workforce Initiatives is essential to Stanislaus County manufacturers. Opportunity Stanislaus funding will provide the resources to implement skills training programs that will enable our core and emerging businesses to fill their job openings now and in the future.”

— Doug Van Diepen, Engineering Manager, Del Monte Foods

Mission

The Alliance will serve as a platform for uniting industry leaders and educational providers. We will create a regional, business-driven workforce readiness model which ensures that education and training programs are developed based on labor market demands and include work-based learning, industry recognized assessment tools, and strategies to employ hard-to-serve populations.

Objective #1 – Careers in Manufacturing and Industry

- Partner with key employers, education leaders, and service providers to develop comprehensive “Careers in Manufacturing and Industry” programs. These programs will teach industry driven curriculum, meet current technological standards and provide mentorship to students interested in demand industries. Programs could include Maintenance Mechanic, Warehouse Worker, Health Care Lab Technician, Software Coder, and Robotic Technician.
 - Grow the Careers in Manufacturing program (CIM) to include more schools and employers. Use the CIM program as a template to create additional Careers in Industry programs targeted to other important industries such as healthcare and information technology for the express purpose of developing apprenticeships and other employment opportunities with local companies.
 - Cultivate relationships to support educational pathways resulting in college level courses on high school campuses
- Develop a county-wide “WorkKeys Certification Program” through local high schools



Objective #2 – Pathways to Opportunity

- Champion the Career Pathways initiative ensuring that every job seeker who is willing to work will be given the opportunity to acquire the proper skills to find transitional jobs
- Identify hard to employ groups; work with community partners and service providers to understand their challenges in entering the workforce and aid them in overcoming these obstacles:
 - Collaborate with educational community providers to address social, economic and/or legal barriers preventing job seekers from entering the workforce
 - Encourage efforts to re-align services, eliminate duplication of services and expedite access to those services
- Support programs within the community that address educational deficits for hard to employ job seekers to ensure a job-ready workforce
- Assemble education leaders to provide skills and educational services including:
 - General Educational Development (GED) tutoring and assessments
 - English as Second Language (ESL)
 - Alternative education services
- Recruit employers willing to better their community by taking a risk on hard to employ individuals by offering work based learning, transitional employment and On-the-Job Training opportunities

Expected Outcomes

- Initiate comprehensive “Careers in Industry” programs focused on in demand industries such as Maintenance Mechanics, Warehouse Workers, Health Care Lab Technicians, and Robotic Technicians by 2016.
- Initiate comprehensive “Careers in Industry” programs focused on Software Coding by 2017
- “Careers in Industry” programs will result in trained, skilled workers
 - 100 workers trained in 2016; 150 in 2017; 175 in 2018; 200 in 2019; 225 in 2020
- “WorkKeys Certification Program” will be activated in every school district in Stanislaus County by the 2017 school year
- Create a comprehensive workforce readiness model that identifies a network of key community partners and resources to aid hard to employ job seekers by end of year 2016
- Partner with educational leaders to promote high school diploma and GED attainment by Summer 2016
- Partner with appropriate agencies to encourage access to English as Second Language (ESL) programs regionally by 2016

- Establish a pool of employers who are willing to provide learning and transitional employment opportunities for hard to employ job seekers by year-end 2016 resulting in:
 - 50 transitional employees finding work by 2016; 100 by 2017; 150 by 2018; 200 by 2019; 250 by 2020
- Total 5 year campaign numbers - 850 workers trained and 750 transitional employees find work

Key Indicators

- Improvement in local “Synchronist Survey Workforce Availability” ranking to be on par with or better than the national ranking by 2020
- Improvement in local “Synchronist Survey Workforce Quality” ranking to be on par with or better than the national ranking by 2020





"We need to tell the world what a great place Stanislaus County is to open a business, start a career and to raise a family. I am ecstatic that we are raising the funds to lead the Opportunity Stanislaus plan initiative to promote the wonderful qualities of our county to those who might want to work here and invest here."

— Warren Kirk, CEO
Doctors Medical Center

Messaging

Mission

Deliver positive messaging about Stanislaus County to help form better opinions by those who would invest here. Develop better community pride among Stanislaus County residents and help local employers to share positive messages in order to portray our community in a more favorable light to help attract a more educated workforce.

Objective #1 – Selling Stanislaus Locally

- Develop a messaging program that will help employers understand the best way to promote our county and communities with the intent of attracting an educated workforce
- Learn best practices from those employers who have discovered the best ways to provide positive messages about the County and teach others how to do the same
- Produce a guide on best practices for selling the County
- Train individuals who make first impressions as to what to do and say when encountering visitors who may be looking to move or invest here
- Communicate the positive qualities of our county in meaningful and deliberate ways to our residents to help them take greater pride in the places where we live, work and play

Objective #2 – Telling Our Story to the Outside World

- Initiate a multimedia messaging campaign to communicate our positive qualities to the outside world targeting business owners, site selection consultants, media opinion leaders, and elected officials
- Conduct a media familiarization tour of Stanislaus County with key California media opinion leaders to showcase our pride, people and progressiveness
- Develop a social media campaign with a goal to obtain thousands of followers whom we will encourage to share our message through their social media networks



- Create a series of video vignettes that will appear on a YouTube channel and other media to promote the good news and qualities of our county

Expected Outcomes

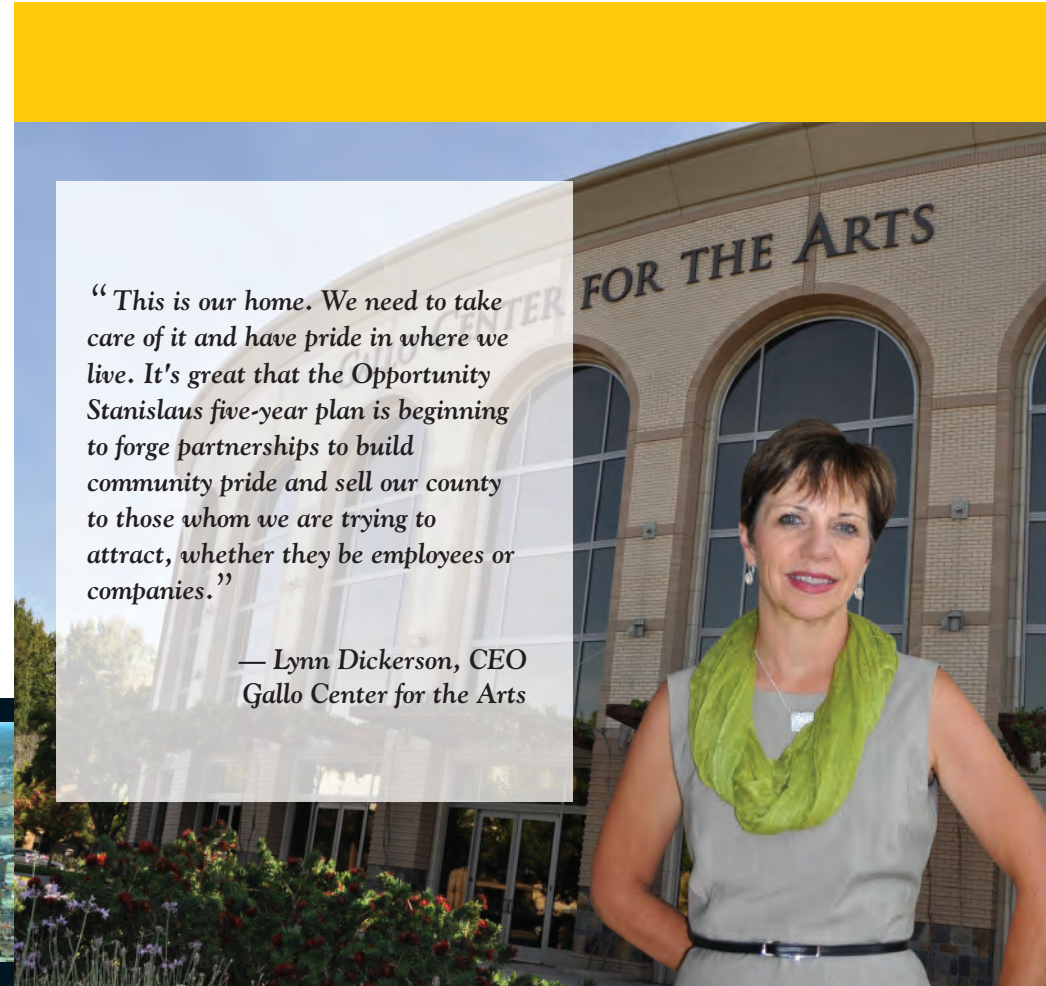
- Hold a Best Practice Workshop in 2016 to learn best methods of selling the county to prospective employees
- Create a hiring guide in 2016 to be used by employers for selling the county and improving how they hire outside talent
- Conduct training sessions with those who make first impressions with a goal to complete two training sessions per year from 2016 to 2020. Participants in the training sessions will be awarded the “Opportunity Stanislaus Future” certification and will be recognized through our communications and by elected officials.
- Actively seek out national recognition and rankings that will help to showcase positive aspects of the county. We expect to achieve one top 20 ranking per year from 2016 to 2020.
- Create an “I Love Stanislaus” Facebook page with a goal of attracting at least 20,000 followers by 2020
- Create “I Love Pages” for each of our 9 cities with a goal of attracting at least 2,000 followers for each city by 2020
- Initiate a Twitter campaign for promoting the county and its cities with appropriate hashtags and obtain a following of 5,000 followers by 2020. Teach elected officials and civic leaders how to tweet and encourage at least 25 percent of all of our local elected officials to be avid tweeters.
- Develop a creative video vignettes program to showcase the people, places, assets and qualities of our county. Place the vignettes in a YouTube Channel and get at least 10,000 followers by 2020.
- Create an award winning website that promotes the county as a great place to live, work and play

Key Indicators

- Corporate hiring success rate will be improved by 20 percent by 2020
- The county will be listed in one national top twenty list as a place to live, work and play

“This is our home. We need to take care of it and have pride in where we live. It's great that the Opportunity Stanislaus five-year plan is beginning to forge partnerships to build community pride and sell our county to those whom we are trying to attract, whether they be employees or companies.”

— Lynn Dickerson, CEO
Gallo Center for the Arts





Alpha Inc

“When I heard how the Opportunity Stanislaus new five-year plan’s main objective is to support local companies, especially small entrepreneurial companies, I thought to myself, this is it! This is exactly what we need to do to prosper going forward!”

— Hemanta Agarwala, President,
P.E.; Alpha, Inc.



Entrepreneurship and Innovation

Mission

Expand the culture of innovation and entrepreneurship in Stanislaus County by building upon our strong tradition of home grown world class companies and industries. In partnership with higher education, the Small Business Development Center (SBDC) and industry and the start-up community of existing entrepreneurs and mentors, promote a greater sense of entrepreneurship.

Objective #1 – Downtown Innovation Centers

- Lead the effort to establish and maintain unique and distinct Innovation Centers in at least four different communities within our County
- Recruit local entrepreneurs to participate both in the development of these Innovation Centers and serve as mentors on an on-going basis
- Recruit regional institutions of higher learning to participate in the Innovation Centers

Objective #2 – Stanislaus Innovation Challenge

- Hold four local competitions annually rotating among the nine cities with the fifth and final “money” round in Modesto
- Add two special “Fast Pitch” events annually at local colleges/universities
- Host/partner “meet-ups”, mini hack-a-thons and other “tech-type” events to raise awareness of innovation happening in the County
- Expand innovation support efforts to other industries or business sectors like health care, environmental/“green”, hospitality/tourism and Ag-Tech



Objective #3 – Local Food and Beverage Program

- Develop local food and beverage initiatives that will increase the number of related startup enterprises in the county
- Explore best practices around the nation to help local food and beverage enterprises open up new markets for sales growth
- Support “value-added” home-crafted beverages and food businesses tied directly to our local producers such as artisan cheese, specialty dairy, branding of processed fruits and nuts, new innovative food products, organic/exotic vegetable markets and others

Expected Outcomes

- Open an Innovation Center in Turlock in 2016 and Patterson in 2017
- Create 40 new companies through clients served in Innovation Centers by 2020
- Attract colleges/universities to open extension offices as partners/collaborators in at least two of the four Innovation Centers by 2018 and all four by 2020
- In 2016, expand the Stanislaus Innovation Challenge to a total of seven pitch competitions of which two will be “Fast Pitch” events in collaboration with CSU Stanislaus and/or MJC
- Through Innovation/Entrepreneurship programs assist at least 1,000 clients leading to the creation of 125 new businesses, 500 new jobs and \$12 million in revenue growth in Stanislaus County by 2020
- Develop a local food program roadmap by 2017 that lays out a plan for business startup and growth opportunities in artisan food production
- Facilitate the opening of a commercial kitchen or food collaborative working space by 2018 as a place for entrepreneurs to gather, develop and/or produce new local food products
- Facilitate the creation of 15 new food startups through the local food program by 2020



Key Indicators

- 125 new businesses creating 500 new jobs
- Recognition by The California Economic Development Association (CALED) as an entrepreneurial hot spot



“As a long time innovator and entrepreneur in Stanislaus County, I recognize the significance of what the Opportunity Stanislaus plan is striving to offer local business owners. The key to success is not only to have imagination and vision, but the right tools to develop a successful business. The deliverables of this new plan do exactly that.”

*— Dan Costa, CEO,
Innov8 Partners*

Positioned to Succeed

The next five years will be instrumental in continuing to build economic development for the future of the county, its nine cities, and local and prospective businesses. We will step up our efforts in our role of “One Stop” for economic development, workforce needs and innovation.

In the past two years we have gained experience and begun to build our list of accomplishments. Our communities are generating a lot of energy and enthusiasm. There is no question that the region is moving in the right direction. The unemployment rate has not been this low since 2007. We are seeing increased numbers of inquiries from companies about doing business in the county. The economic development process in Stanislaus County is at a pivotal point and is now positioned to compete in a more aggressive mode than ever before.

In the past two years we have played a vital role in these community accomplishments:

Economic Development

- 42 Current active prospects in the pipeline
- 9 Companies who relocated or made capital expansions in Stanislaus County
- 2,842 New, expansion and retained jobs
New, expansion and retained workforce created 2,842 jobs with a payroll of \$192,910,602 leading to 800 indirect jobs and 1,001 induced jobs providing an additional payroll of \$77,949,736
- 30 Hosted site selectors and real estate brokers
- 3,086 Employer job assessments
- 356 Local business interviews have been conducted for input and needs assessment

Workforce Development

- 34 Specialized training: Heavy Equipment Operator; Solar Panel Installer; Multi Craft Pre-Apprenticeship
- 226 Customers received traditional vocational training
- 4,421 WorkKeys job seeker skills assessments
- 2,090 Enrolled clients served through Worknet
- 61,891 Number of clients served through Worknet Career Resource Centers
- 9,910 Total number of Job Prep workshop attendees served
- 419 Careers in Manufacturing (CIM) participants served
- 198 Staff assisted employer job recruitments resulted in 747 jobs filled and 153 new positions

Innovation

- 26 Small business start-ups
- 629 Small Business Development Center clients counseled
- 1,736 Jobs created
- 118 Jobs retained
- 116 Trainings with 1,330 attendees
- Launched the first Stanislaus Innovation Challenge
- Opened the first Technology Incubator in Downtown Modesto and a second one in Oakdale

Messaging

- Launched a new messaging campaign “Start Here, Grow Here, and Live Here”
- Published a new 16-page brochure about the Alliance (Start Here)
- Produced a 20-page regional marketing piece highlighting Stanislaus County area (Grow Here)
- Launched the 1st external newsletter emphasizing positive business news within the region
- Published an industry report featuring 193 local companies
- Hosted the 1st Annual Celebrate Stanislaus to thank our local employers for creating jobs and driving the economy

Message from the Opportunity Stanislaus Campaign Council

Over the past two years, business and public sector leaders working throughout the county have begun developing a wide array of key community initiatives and laid the foundation for our scope of work going forward.

The last several months have been particularly exciting and challenging for our leadership. Seventy three one-on-one, in person interviews have been conducted with community and business leaders plus 300 meetings with local employers to assess how our Stanislaus County region can continue to grow appropriately and prosperously. We received outstanding input from those interviews, and we have used that information to develop a five-year comprehensive, performance-based strategy that contains clear and measurable goals.

We are unified as your leadership in encouraging you to invest in the economic future and quality of life in all our communities. Embracing this *Opportunity Stanislaus -- Our Future is Now* plan will fuel our initiatives to help ensure our success in improving the quality of life for all our citizens in every community.



CAMPAIGN COUNCIL:

(L to R):

David White, *Stanislaus Business Alliance*

Paul Van Konynenburg, *Britton Konynenburg Partners*

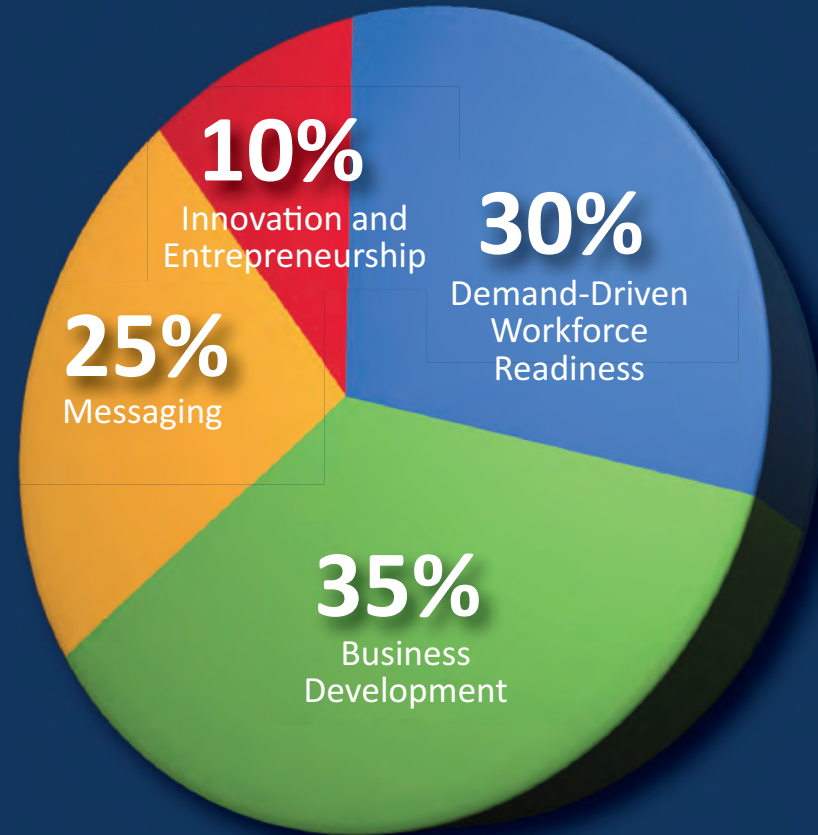
Ron Jackson, *Beard Land and Investment Co.*

Jeff Foster, *Foster Farms*

Doug Johnson, *Stanislaus Surgical Hospital*

Campaign

How Your Investments Are Spent



“ I am very happy that the Opportunity Stanislaus plan is looking to the private sector to partner with the public sector to drive economic development. This plan is the way for businesses to join with government to invest in initiatives that will improve our quality of life throughout Stanislaus County. ”





*Terry Withrow
Chairman, Stanislaus County Board of Supervisors*

Goal What You Can Do To Help

Annual Budget **\$1,000,000**
Five-Year Budget **\$5,000,000**

Annual Investment Levels
\$25,000+ Chairman's Circle
\$10,000+ President's Council
\$5,000+ Strategic Partner
\$2,500+ Growth Partner
\$1,000+ Community Partner

Initiatives:

-  Business Development
-  Demand-Driven Workforce Readiness
-  Messaging
-  Innovation and Entrepreneurship



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Investor Value

Beginning in 2016, we will implement a new Investor Relations Plan for our *Opportunity Stanislaus* investors. Our goal is to enlist more than 150 area companies, organizations and individuals to invest a total of \$5 million in our five-year program. Lead investors will have a seat on the Board of Advisors to oversee and guide the *Opportunity Stanislaus* scope of work. All investors will receive special benefits and services, as described on the opposite page, and one-on-one focus under the direction of our Vice President of Investor Relations.



Investor Benefits

CHAIRMAN'S CIRCLE \$25,000+

All President's Council Benefits, plus:

- Seat on *Opportunity Stanislaus* Executive Council
- Quarterly meetings with the CEO to ensure ROI
- 50% discount on all *Opportunity Stanislaus* and other exclusive sponsorships and events
- Opportunities to participate in recruiting trips and at trade shows
- Banner ad and company profile on home page of website
- Highest recognition at all *Opportunity Stanislaus* and other exclusive events

PRESIDENT'S COUNCIL \$10,000+

All Strategic Partner Benefits, plus:

- Quarterly meetings with the VP of Investor Relations to ensure ROI
- 40% discount on all *Opportunity Stanislaus* and other exclusive sponsorships and events
- Company profile on website
- High recognition at all *Opportunity Stanislaus* and other exclusive events

STRATEGIC PARTNER \$5,000+

All Growth Partner Benefits, plus:

- Membership on *Opportunity Stanislaus* Board of Advisors
- 30% discount on all *Opportunity Stanislaus* and other exclusive sponsorships and events
- Company logo and link on website
- Recognition at all *Opportunity Stanislaus* and other events
- Year-round access to business/market research

GROWTH PARTNER \$2,500+

All Community Partner Benefits, plus:

- 20% discount on all *Opportunity Stanislaus* and other exclusive sponsorships and events
- Access to business/market research -- up to six requests per year

COMMUNITY PARTNER \$1,000+

- Invitation to participate and provide input at annual Board of Advisors strategic planning meeting
- Active engagement by VP Investor Relations to ensure ROI
- 10% discount on all *Opportunity Stanislaus* and other exclusive sponsorships and events
- Company name and link on website
- High-level networking opportunities and investor-only events
- Access to business/market research -- up to four requests per year

WHAT KIND OF RESEARCH CAN I ACCESS?

- Economic Impact studies
- Finding potential suppliers
- Workforce trends
- Key Industry trends
- Specific Industry Cluster research
- Retail Sales data / Retail Gap Analysis
- Analyze Real Estate data
- Census data information
- Occupation Trend Analysis
- Annual Synchronist interview data
- Survey assistance

Our Community Leadership Team

Pam Able, *Modesto City Schools*

Hemanta Agarwala, *Alpha Inc.*

Phil Alfano, *Patterson Unified School District*

Hank Barrett, *Valley First Credit Union*

James Bates, *DataPath*

Dale Boyett, *Boyett Petroleum*

Carl Boyett, *Boyett Petroleum*

James Brenda, *JKB Energy*

Bowen Cardoza, *CoSol Commercial Real Estate*

Sean Carroll, *Ross F. Carroll*

Tom Changnon, *Stanislaus Office of Education*

Dan Costa, *Innov8 Partners*

Chris Courtney, *Oak Valley Community Bank*

David Darmstandler, *DataPath*

Lynn Dickerson, *Gallo Center for the Arts*

Cindy Duenas, *Center for Human Services*

Lincoln Ellis, *Boys and Girls Club of Stanislaus County*

Todd Falduti, *Vintage Faire Mall*

Brian Fiscalini, *Fiscalini Cheese*

Jeff Foster, *Foster Farms*

Michael Frantz, *Frantz Nursery*

Lou Friedman, *Gianelli & Associates*

Kenni Friedman, *Community Leader*

John Gardner, *Central Valley Automotive*

Dave Gianelli, *Gianelli & Associates*

Clive Grimbleby, *Grimbleby Coleman CPAs*

Jeff Grover, *Solecon Industrial Contractors*

Dick Hagerty, *Modesto Steel*

Kathy Halsey, *AT&T*

Casey Hashimoto, *Turlock Irrigation District*

Brad Hawn, *CHG Structural*

Marty Heires, *Kaiser Permanente*

Kristian Hoffman, *Fire2Wire*

Jim Holgersson, *City of Modesto*

Michael Holland, *City of Newman*

Joe Hollowell, *Arambel Business Park*

Bill Hudelson, *Stanislaus Food Products*

Marvin Jacobo, *City Ministry Network*

Doug Johnson, *Stanislaus Surgical Hospital*

Marian Kaanon, *Stanislaus Community Foundation*

Warren Kirk, *Doctors Medical Center*

Daryn Kumar, *Memorial Medical Center*

Steven Lau, *Yosemite Meat Company*

Renee Ledbetter, *Ceres Chamber of Commerce*

Craig Lewis, *Berkshire Hathaway Real Estate*

Garrad Marsh, *City of Modesto*

Bill Mattos, *California Poultry Federation*

Luis Molina, *City of Patterson*

Cleopatra Moore-Bell, *Stanislaus Multi-Cultural
Community Health Coalition*

Joe Muratore, *NAI Benchmark*

Chris Murphy, *Sierra Pacific Warehouse Group*

Mike Nielsen, *The Parks Group*

Bill O'Brien, *O'Brien's Market*

Tim Ogden, *City of Waterford*

Frank Parks, *The Parks Group*

Jeff Pishney, *Love Our Cities*

Evan Porges, *Prime Shine*

Billy Powell, *IBEW Local #684*

Thomas Reeves, *Pacific Gas & Electric*

Mike Repp, *Bell-Carter Packaging*

Stan Risen, *Stanislaus County*

Ivan Rizo, *Rizo Lopez Foods*

Cecil Russell, *Modesto Chamber of Commerce*

Duane Severson, *Fire2Wire*

Joe Sheley, *CSU Stanislaus*

Gary Soiseth, *City of Turlock*

Jill Stearns, *Modesto Junior College*

Sarah Storer, *Storer Coachways*

Eric Tobias, *F&M Bank*

Yamilet Valladolid, *El Concilio*

Doug Van Diepen, *Del Monte Foods*

Paul Van Konynenburg, *Britton Konynenburg Partners*

Jeremiah Williams, *Oak Crafts*

Terry Withrow, *Stanislaus County Board of Supervisors*

Wayne Zipser, *Stanislaus Farm Bureau*



EXECUTIVE COMMITTEE:

Chairman of the Board

Jeff Foster, *Foster Farms*

Vice Chairman

Bill O'Brien, *O'Brien's Market*

Past Chairman of the Board

Jeff Grover, *Solecon Industrial*

Treasurer

Ron Jackson, *Beard Land and Investment*

Secretary

Doug Johnson, *Stanislaus Surgical Hospital*

Billy Powell, *IBEW Local #684*

Paul Van Konynenburg, *Britton Konynenburg Partners*

Sean Carroll, *Ross F. Carroll*

BOARD MEMBERS:

Jose Aldaco, *City of Waterford*

Cherilyn Bairos, *City of Oakdale*

James Brenda, *JKB Energy*

Ross Briles, *Funworks Fun Company*

Jeff Burda, *Wells Fargo Bank*

Cal Campbell, *City of Riverbank*

Jennifer Carlson, *Manufacturers' Council of the Central Valley*

Tom Changnon, *Stanislaus County Office of Education*

David Darmstandler, *DataPath*

Lynn Dickerson, *Gallo Center for the Arts*

Dean Fadeff, *Operating Engineers Local #3*

Ernie Flores, *Central Valley Opportunity Center*

Martin Fox, *Grimbleby Coleman CPAs*

Michael Frantz, *Turlock Irrigation District*

Mahalia Gotico, *Department of Rehabilitation*

Richard Hagerty, *Modesto Steel*

Kathy Halsey, *AT&T*

Paul Harmon, *PMZ Real Estate*

Brad Hawn, *CHG Structural*

Ed Katen, *City of Newman*

Allen Layman, *Nexus Engineering*

Craig Lewis, *Berkshire Hathaway Real Estate*

Nikki Linnerman, *SEIU Local #1000*

Sheree Lustgarten, *City of Patterson*

Tony Madrigal, *City of Modesto*

Richard Monteith, *Stanislaus County Board of Supervisors*

Clint Mort, *Don's Mobile Glass*

Chip Neuman, *Kaiser Permanente*

Mike Repp, *Bell-Carter Packaging*

Matt Richard, *Sheet Metal Workers Local #104*

Ken Riddick, *Modesto Bee*

Mary Ruiz, *CA Employment Development Department*

Stan Risen, *Stanislaus County*

Cecil Russell, *Modesto Chamber of Commerce*

Gary Soiseth, *City of Turlock*

Charley Souders, *IBEW Local #1245*

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