



CHIEF EXECUTIVE OFFICE

Jody L. Hayes
CHIEF EXECUTIVE OFFICER

Patrice M. Dietrich
ASSISTANT EXECUTIVE OFFICER/
CHIEF OPERATIONS OFFICER

Tina M. Rocha
ASSISTANT EXECUTIVE OFFICER

Raul L. Mendez
ASSISTANT EXECUTIVE OFFICER

STANISLAUS COUNTY ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING AGENDA

Wednesday, January 14, 2026 @ 2:00 PM Meeting
Tenth Street Place 1010 10th Street, Room 1013 (Green Room)
Modesto, CA 95354

The Economic Development Action Committee (EDAC) welcomes you to its meetings which are regularly held. Special meetings may be scheduled as needed. Your interest is encouraged and appreciated.

AGENDAS: Committee agendas are typically posted 72 hours prior to the meeting at the posting board at 1010 10th Street Place and on the Internet at the following website:

<http://www.stancounty.com/ceo/econ-dev/edac.shtm>

NOTICE REGARDING NON-ENGLISH SPEAKERS: Committee meetings are conducted in English. Language assistance requests to provide an interpreter should be made 72 hours prior to the meeting by contacting the Committee Secretary, Erica Inacio, at inacioe@stancounty.com or (209) 480-2074.

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Committee Secretary, Erica Inacio, at inacioe@stancounty.com or (209) 480.2074. Notification 72 hours prior to the meeting will enable the County to make reasonable accommodations to ensure accessibility to this meeting.

PUBLIC COMMENT PERIOD: Matters under the jurisdiction of the Committee, and not on the posted agenda, may be addressed by the general public at the beginning of the regular agenda. However, California law prohibits the Committee from taking action on any matter which is not on the posted agenda unless it is determined to be an emergency by the Committee. Any member of the public wishing to address the Committee during the "Public Comment" period shall be permitted to comment once and be limited to a maximum of five minutes. If you would like to provide a written comment, please email your comment to the Secretary at inacioe@stancounty.com by 4:00 p.m. on the day before the meeting and include the Agenda Item Number or Public Comment Period in the subject line of the email. Your written comment will be distributed to the Committee and kept on file as part of the official record of the EDAC meeting.

ANY MEMBER OF THE AUDIENCE DESIRING TO ADDRESS THE COMMITTEE ON A MATTER ON

THE AGENDA: Please raise your hand at the time the item is announced by the Committee Chairperson. In order that interested parties have an opportunity to speak, any person addressing the EDAC will be limited to a maximum of five minutes.



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STANISLAUS COUNTY ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING AGENDA

Wednesday, January 14, 2026

1. Call to Order and Pledge of Allegiance
2. Welcome and Introduce New Committee Members
3. Member Roll Call to Confirm Quorum
4. Nomination and Election of the 2026 Chair and Vice-Chair for a two-year term
5. Approval of Minutes from the October 8, 2026 Meeting
6. Public Comment

Limit comments to five (5) minutes so that everyone may be heard. Matters under the jurisdiction of the Economic Development Action Committee (EDAC) and not on this posted agenda may be addressed by the general public at this time; the EDAC may consider adding the item to the next meeting's agenda for further consideration. California law prohibits the EDAC from taking any action on a matter that is not posted on the agenda unless it is determined to be an emergency by the Committee.

7. Correspondence
 - a) Accept correspondence from the U.S. Department of Commerce dated November 20, 2025 regarding their Acceptance of Comprehensive Economic Development Strategy 2025-2030 submitted for Stanislaus County.
8. Conflict of Interest Declaration
9. Discussion / Action Items
 - a) Discuss the Executive Summary for the Stanislaus County Comprehensive Economic Development Strategy (CEDS) 2025-2026 and discuss if we want to set up ad hoc committees to track each of the goals and provide updates to the Committee.
 - Expand Investment-Ready Sites and Infrastructure
 - Strengthen and Diversify Economic Base
 - *Build a Skilled and Inclusive Workforce*
 - *Elevate Small Business and Entrepreneurial Ecosystems*
 - *Catalyze Equitable Growth Through Local and Regional Collaboration*
10. Presentation(s):
 - a) Stanislaus 2030 Update on Small Business Initiative in partnership with Stanislaus Workforce Development.



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11. Member Updates on Economic Development Projects and Initiatives
12. Next Meeting Dates: April 8, 2026, July 8, 2026. and October 14, 2026
13. Adjournment



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Stanislaus County Economic Development Advisory Committee (EDAC) Meeting Minutes

Wednesday, October 8, 2025

Tenth Street Place 1010 10th Street, Room 1013 Modesto, CA 95354

☒ Deputy County Counsel: Mobin Bhatti

☒ Deputy Executive Officer: Erica Inacio

Voting Members or Alternate Present Marked with an X:

Voting Member

- ☐ Cerina Otero – Seat 2 (City of Ceres)
- ☒ Randy Crooker – Seat 3 (City of Hughson)
- ☐ Susan Zwahlen – Seat 4 (City of Modesto)
- ☐ Gisel Pimentel – Seat 5 (City of Newman)
- ☒ Joshua Mann – Seat 6 (City of Riverbank)
- ☐ Anthony Sims – Seat 7 (City of Turlock)
- ☐ Elizabeth Talbot – Seat 8 (City of Waterford)
- ☒ Kayleigh Gilbert – Seat 9 (City of Oakdale)
- ☐ Carlos Roque – Seat 10 (City of Patterson)
- ☒ John Ismail – Seat 11 (District 1)
- ☒ Doris Foster – Seat 12 (District 2)
- ☐ Christine Schweininger – Seat 13 (District 3)
- ☒ Cecil Russell – Seat 14 (District 4)
- ☐ Harpreet Singh – Seat 15 (Community)
- ☐ Rosalinda Vierra – Seat 16 (Community)
- ☐ Jose Ibarra - Seat 17 (Community)
- ☒ Dillon Olvera - Seat 18 (Community)
- ☐ Vacant - Seat 19 (Community)
- ☒ Ali Arshad - Seat 20 (Community)
- ☒ David White - Seat 21 (Community)

Alternate Member

- ☐ Julian Aguirre – Seat 77 (City of Ceres)
- ☐ Julie Strain – Seat 77 (City of Hughson)
- ☒ David Wright – Seat 77 (City of Modesto)
- ☒ Scott Ball – Seat 77 (City of Newman)
- ☐ Melissa Holdaway – Seat 77 (City of Riverbank)
- ☐ Erica Phillips – Seat 77 (City of Turlock)
- ☐ Guadalupe Gutierrez – Seat 77 (City of Waterford)
- ☐ Jarod Pitassi – Seat 77 (City of Oakdale)
- ☐ Jessica Romero – Seat 77 (City of Patterson)

Present Member / Alternate, But Not Voting:

- ☐ Mani Grewal – Seat 1 (Board of Supervisors)
- ☒ Melissa Holdaway

Prior to calling the meeting to order, Secretary Inacio informed the Committee that both Chair Roque and Vice-Chair Zwahlen were unable to attend the meeting and that a Chair needed to be nominated to preside.

A motion was made to appoint member White as Chair.

Motion: Foster; Second: Russell. Unanimous (11|0); Abstain (0)

1. Chair White called the meeting to order at 2:01 PM, followed by the Pledge of Allegiance.
2. Roll call was conducted to confirm quorum.
3. Chair White welcomed the public and Secretary Inacio introduced Stanislaus 2030 staff Amanda Hughes and Yolanda Meraz; City of Modesto staff Jessica Hill and Eric Bonander; and Stanislaus Workforce Development staff Sara Redd.
4. Approval of Minutes
A motion was made to approve the June 25, 2025 Meeting Minutes.
Motion: Foster; Second: Russell. Unanimous (11|0); Abstain (0)
5. Public Comment – No public comment.
6. Correspondence – No correspondence.
7. Conflict of Interest Declaration – None declared.
8. Discussion / Action Items

- a) Acceptance of the Stanislaus County Comprehensive Economic Development Strategy (CEDS) Report

Staff presented the final Stanislaus County Comprehensive Economic Development Strategy (CEDS) Report prepared by Chabin Concepts as part of the strategy submission to the U.S. Economic Development Administration (EDA). It was noted that since the June 25, 2025, meeting and the subsequent public review period, minimal public comments were received; however, revisions were made to incorporate feedback from the City of Modesto, City of Riverbank, City of Turlock, and Stanislaus 2030.

Member Mann identified a numbering discrepancy, which staff acknowledged and will revise accordingly.

Staff informed the Committee that approval of the CEDS Report would initiate the process to forward the document to the Stanislaus County Board of Supervisors for final approval. Once approved by the Board, the report and accompanying checklist will be submitted to the U.S. Economic Development Administration.

A motion was made to approve the CEDS Report and to include the revisions to the discrepancy identified by Member Mann.

Motion: Russell; Second: Wright. Unanimous (11|0); Abstain (0)

- b) Proposed Meeting Dates

Secretary Inacio informed the Committee to consider establishing a quarterly meeting schedule for the 2026 calendar year. The Committee agreed with the proposed approach. Secretary Inacio will distribute calendar invitations for the next four meetings beginning in January 2026.

9. Presentation – Workforce Development

The Committee heard a presentation from Member Foster and Sara Redd, Stanislaus Workforce Development on the Business One Stop. The presentation is attached for reference. The Committee was presented with a hard copy of their 2024-2025 Annual Report. The report can be accessed at:

https://www.stanworkforce.com/media/x0ejp4ok/annual-report-24-25_board.pdf

Note: While the presentation was wrapping up, Members White and Ball left the meeting.

10. Updates on Economic Development Projects and Initiatives

- Member Arshad shared with the Committee the 3rd Touch-A-Truck Event led by the Modesto Chamber of Commerce.
- Member Foster shared the November 6th Business Expo.

11. Next Meeting Date: TBD

12. Adjournment – Meeting adjourned at 3:09 PM.



U.S. DEPARTMENT OF COMMERCE
Economic Development Administration
Jackson Federal Building, Room 1890
915 Second Avenue
Seattle, Washington 98174
206-220-7660

November 20, 2025

Erica Inacio, Deputy Executive Officer
Stanislaus County
1010 10th St
Modesto, CA 95354

RE: Acceptance of CEDS 2025-2030 Equivalent Development Strategy

Dear Erica:

EDA Seattle Regional Office staff have reviewed and accepted your most recent development strategy. The review checklist, with comments, is attached for your reference in preparing a future revision and interim updates. As an equivalent or alternative (i.e. non-EDA-funded) Comprehensive Economic Development Strategy (CEDS), your document meets the following basic requirements:

- It is current (developed within the past five years and shows relevancy through actions such as public posting and/or active use).
- Its preparation and contents address EDA's regulations (13 C.F.R. § 303.7).
- The plan is consistent with EDA's CEDS Content Guidelines in force at time of preparation.
- It defines the area served by the plan and provides evidence of a public participatory process.

As your development strategy has been prepared using your own resources, there are no special requirements or due dates set by EDA for updates and revisions. However, if you intend to use your development strategy in support of an application for EDA funding, it will be necessary to ensure that the document remains current, revising or updating it within one year of the grant application date.

We commend your organization for its good efforts, and we look forward to working with you as you continue to address the economic development planning and implementation needs of Stanislaus County.

Sincerely,

JEFFREY HAYS

JEFFREY A. HAYS

Economic Development Representative- Arizona/California
Seattle Regional Office

Digitally signed by JEFFREY

HAYS

Date: 2025.11.20 09:51:51 -08'00'

Executive Summary

The **Stanislaus County Comprehensive Economic Development Strategy (CEDS) 2025–2030** charts a five-year path to foster inclusive growth, expand quality job opportunities, and strengthen regional competitiveness. The CEDS is both a federally required planning framework for accessing U.S. Economic Development Administration (EDA) resources and, more importantly, a community-driven roadmap that aligns local jurisdictions, businesses, and residents around shared priorities for economic resilience and prosperity.

The region has demonstrated resilience in the wake of the COVID-19 pandemic. Since 2019, Stanislaus County has added over 3,000 jobs, led by gains in agriculture, manufacturing, logistics, and healthcare. Gross Regional Product (GRP) has rebounded, median incomes have increased, and job levels now exceed pre-pandemic benchmarks. Yet challenges remain: wage disparities persist, particularly for entry-level and low-income workers, and not all communities have shared equally in the recovery.

With strong momentum from community-led planning efforts like the Stanislaus 2030 Investment Blueprint, the North San Joaquin Valley THRIVE Strategy, and the People’s Plan for Economic Justice, this strategy builds directly on extensive stakeholder engagement and more than 30 foundational studies.

Vision & Overarching Goal

Position Stanislaus County as a competitive, inclusive, and resilient economy—driving private investment, expanding quality jobs, and fostering opportunity for all residents. This vision anchors the plan’s structure and its day-to-day delivery.

Five Strategic Goals

1. Expand Investment-Ready Sites and Infrastructure.
2. Strengthen and Diversify the Economic Base.
3. Build a Skilled and Inclusive Workforce.
4. Elevate Small Business and Entrepreneurial Ecosystems.
5. Catalyze Equitable Growth Through Local and Regional Collaboration.

Implementing Actions to Achieve Goals

The CEDS is designed as a **roadmap for action**, not just a planning document. The five goals, supported by clear objectives and actions, provide the direction needed to achieve Stanislaus County’s vision of a competitive, inclusive, and resilient economy. These elements move beyond high-level aspirations by identifying concrete steps, shared responsibilities, and measurable outcomes that partners across the county can put into practice.

Successful implementation will depend on **collaboration, commitment and accountability**. Cities, county agencies, workforce and education institutions, businesses, and community organizations should use the CEDS as a guide for decision-making, resource alignment, and joint initiatives. The Economic Development Advisory Committee (EDAC) will play a central role in stewarding this work—convening partners, monitoring progress, and making adjustments as conditions change—so that the strategy remains active, inclusive, and impactful. In this way, the CEDS serves as both a unifying vision and a working plan that drives real, measurable progress for all communities in Stanislaus County.

Goals . Objectives . Actions Roadmap

The *Stanislaus 2030 Investment Blueprint* laid the groundwork for inclusive and forward-thinking economic development in the region. Shaped by broad stakeholder engagement and deep community input, it identified core priorities—such as industry diversification, workforce mobility, small business support, and equity—it is a guiding document for the county.

The CEDS goals directly build on this foundation—targeted, actionable strategies that support site readiness, workforce pathways, small business growth, and regional collaboration priorities identified by the CEDS Committee and stakeholders.

OVERARCHING GOAL
Position Stanislaus County as a competitive, inclusive, and resilient economy—driving private investment, expanding quality jobs, and fostering opportunity for all Stanislaus residents.

Goal / Objectives	Actions
Goal 1: Expand Investment-Ready Sites and Infrastructure Purpose: Ensure Stanislaus is ready for business growth with shovel-ready land, modern infrastructure, and project-ready systems.	
Rationale: Companies in advanced manufacturing, ag-tech, and the bioeconomy cannot expand or locate in Stanislaus if industrial sites remain with limited infrastructure or not “shovel-ready.” Ensuring a robust portfolio of market-ready suitable sites directly supports job growth and higher wages.	
Objective 1.1: Evaluate and Prioritize Opportunity Sites <i>Purpose: Ensure sites meet shifting demands and support emerging industries</i>	<ul style="list-style-type: none"> • Convene Countywide Working Group (include all cities) • Review Sites Using Market Readiness Tool • Review Needs for Space Beyond Shovel-Ready Land • Invite Private Sector Experts • Use Collaboration to Identify Shared Priorities
Objective 1.2: Advance Site Readiness <i>Purpose: Bring prioritized sites closer to market readiness</i>	<ul style="list-style-type: none"> • Identify funding sources (EDA, USDA, CA I-Bank) • Convene property owners and cities • Engage technical assistance providers
Objective 1.3: Align with Target Industries <i>Purpose: Ensure top sites support key traded sectors</i>	<ul style="list-style-type: none"> • Cross-reference with target industries (Advanced Manufacturing, Ag-Tech, Logistics, Life Sciences) • Develop tailored Site Action Plans
Goal 2: Strengthen and Diversify the Economic Base Purpose: Support traded sector growth—including ag-based industries, advanced manufacturing, logistics, and renewable energy—while nurturing emerging industries like the bioeconomy.	
Rationale: The historically strong farm and food-processing core remains critical with potential for expansion in product diversification as does a strong construction sector with good paying jobs and continued growth. These sectors complement the emerging industries (advanced manufacturing, renewable energy, bioeconomy), generate higher-wage jobs and sustainability during industry or economic downturns.	

Goal / Objectives	Actions
Objective 2.1 : Support Agriculture and Food Systems <i>Purpose: Facilitate innovation and collaboration in food systems</i>	<ul style="list-style-type: none"> • Launch agriculture roundtable • Partner with CSU Stanislaus & MJC for research and workforce • Explore facilities for food production and cold storage
Objective 2.2: Advance Bioeconomy and Emerging Industries <i>Purpose: Support startups and scale-ups in renewable bioproducts</i>	<ul style="list-style-type: none"> • Develop shared infrastructure models • Map and market reuse or greenfield sites • Integrate with THRIVE Circular Bioeconomy Plan
Objective 2.3: Strengthen Advanced Manufacturing <i>Purpose: Retain and grow high-wage manufacturing jobs</i>	<ul style="list-style-type: none"> • Industry engagement to address barriers • Expand VOLT Institute training • Develop skill-ready pipeline
Objective 2.4: Continue Business Support <i>Purpose: Maintain ongoing access to assistance and resources</i>	<ul style="list-style-type: none"> • Promote partner resources (SBDC, CMTC, GO-Biz, etc.) • Connect businesses with new opportunities • Track industry trends to anticipate disruption
Goal 3: Build a Skilled and Inclusive Workforce	
Purpose: Connect residents to quality jobs through coordinated sector strategies, career navigation, and targeted workforce solutions.	
Rationale: Employers and national studies cite skill shortages in areas like industrial maintenance, advanced manufacturing, health care, and technology. Younger workers leaving, lacking, or having no interest in post-secondary credentials pose a constraint on industry and economic growth.	
Objective 3.1: Expand Training and Career Pathways <i>Purpose: Align training programs with high-demand industries</i>	<ul style="list-style-type: none"> • Partner with employers to design sector-based training • Scale earn-and-learn programs (apprenticeships, internships) • Enhance alignment across K-12, colleges, and adult ed
Objective 3.2: Increase Postsecondary Enrollment & Completion <i>Purpose: Raise degree and certificate attainment</i>	<ul style="list-style-type: none"> • Promote CSU Stanislaus, UC Merced, and MJC pipelines • Expand dual enrollment and bridge programs • Support adult learners with re-entry initiatives
Objective 3.3: Address Barriers to Employment <i>Purpose: Increase participation and inclusion across populations</i>	<ul style="list-style-type: none"> • Expand access to childcare and transportation • Provide wraparound services for disadvantaged groups • Leverage community-based organizations to reach underserved residents
Objective 3.4: Support Employer Workforce Needs <i>Purpose: Ensure businesses can access skilled workers</i>	<ul style="list-style-type: none"> • Regular industry convenings to identify skill gaps • Expand incumbent worker training • Develop customized training programs with local colleges
Goal 4: Enhance Regional Collaboration and Economic Resilience	
Purpose: Grow inclusive economic opportunities by expanding support for small businesses, startups, and underserved entrepreneurs.	
Rationale: Grow inclusive economic opportunities by expanding support for small businesses, startups, and underserved entrepreneurs.	

Goal / Objectives	Actions
Objective 4.1: Foster Regional Collaboration <i>Purpose: Build alignment across jurisdictions and institutions</i>	<ul style="list-style-type: none"> • Convene regular EDAC and regional partner meetings • Coordinate across cities and county on shared priorities • Align with NSJV THRIVE and state Jobs First initiatives
Objective 4.2: Promote Economic Resilience <i>Purpose: Prepare for disruptions and build adaptive capacity</i>	<ul style="list-style-type: none"> • Integrate resilience into all CEDS projects • Develop strategies for climate change and water challenges • Enhance business continuity and disaster recovery planning
Objective 4.3: Improve Infrastructure and Quality of Life <i>Purpose: Leverage investments for competitiveness and livability</i>	<ul style="list-style-type: none"> • Prioritize infrastructure that supports growth industries • Expand broadband access countywide • Support housing and placemaking initiatives to attract talent
Objective 4.4: Strengthen Measurement and Accountability <i>Purpose: Track and communicate progress of CEDS actions</i>	<ul style="list-style-type: none"> • Establish key performance indicators • Publish annual progress reports • Use data dashboards for transparency
Goal 5: Catalyze Equitable Growth Through Local and Regional Collaboration Purpose: Strengthen economic resilience by coordinating across the County’s cities to address shared challenges, unlock growth in underserved areas, and lead broader regional cooperation through <i>North San Joaquin Valley</i> partnerships.	
Rationale: Collective action is needed to overcome limited city-level resources, harness cross-jurisdiction assets, leverage limited resources, coordinate regional capital improvements, and speak with a unified voice for state/federal funding. Alliances with North San Joaquin Valley for megaregional cooperation and California Jobs First. Align with existing Stanislaus 2030.	
Objective 5.1: Embed Collaboration, Equity, and Shared Capacity in the Way Regional Economic Development Is Carried Out <i>Purpose: Ensure that local and regional partners work together in ways that advance inclusion and strengthen under-resourced communities, making economic development investment more impactful—particularly through shared solutions that address capacity gaps and unlock funding for smaller jurisdictions.</i>	<ul style="list-style-type: none"> • Establish informal cross-sector Working Group (complementary to EDAC) to support CEDS implementation • Promote shared funding strategies and joint applications for grants (infrastructure, planning, workforce mobility) • Use Working Group to align cross-jurisdictional priorities (infrastructure, opportunity sites, equitable access) • Draw on the People’s Plan for Economic Justice to ensure project impacts reach underserved communities • Encourage equity-centered metrics and community-informed approaches as standard for implementation

Stanislaus County 2025-30 CEDS – Consolidated Goal Implementation Timeline

Goal	Timeframe	Milestone / Activity	Stakeholders / Leads
Goal 1	Year 1 Q1–Q2	Finalize Economic Opportunity Sites list and apply Readiness Tool	Cities, County, Opportunity Stanislaus
Goal 1	Year 1 Q3–Q4	Prioritize top sites and develop Site Action Plans	County staff, public works, economic development planners
Goal 1	Year 2 Q1–Q2	Identify funding opportunities, convene owners, cities, and technical partners	County, cities, infrastructure consultants
Goal 1	Year 2 Q3–Q4	Host broker/developer roundtables; align sites with industry/user targets	Opportunity Stanislaus, industry experts, regional partners
Goal 2	Year 1 Q2–Q3	Ag and advanced manufacturing sector roundtables	THRIVE, Mfg Council, County, Opportunity Stanislaus, CSU, MJC, industry leaders
Goal 2	Year 1 Q4	Support to BEAM for emerging sector startups and reuse sites	BEAM, County, Cities, CSU, Mfg Council, Developers
Goal 2	Year 2 Q1–Q2	VOLT-aligned support, outreach, engagement with smaller communities	Opportunity Stanislaus, VOLT, Mfg Council, Manufacturers
Goal 2	Year 2 Q2–Q4	Expand awareness of partner-led business support resources	Mfg Council, County, SBDC, CMTTC, Chambers, Others
Goal 3	Year 1 Q3–Q4	Formalize sector convening structure by industry (health, advanced mfg)	SCWD, Opportunity Stanislaus, industry reps, education
Goal 3	Year 1 Q4	Initiate Career Awareness campaign design and partner messaging alignment	SCWD, MJC, K-12, CSU, workforce, CBOs
Goal 3	Year 2 Q1	Launch coordinated outreach campaign and track awareness	Campaign partners, County Communications
Goal 3	Year 2 Q1–Q2	Conduct employer-led sector roundtables on skill needs and hiring barriers	SCWD, business associations, chambers
Goal 3	Year 2 Q2	Aggregate feedback, inform curriculum, micro-credentialing, fast-track options	SCWD, training providers, VOLT, MJC, BEAM
Goal 3	Year 2 Q3–Q4	Support First 5's rural outreach and identify gaps for wraparound childcare	First 5 Stanislaus, Nurture, County ED, cities
Goal 3	Year 3 Q1	Launch or promote pilots for 'try-a-trade' or bootcamp career entry models	SCWD, nonprofit training providers, CBO partners
Goal 3	Ongoing Y1–3	Track hub-and-spoke transportation planning progress	StanCOG, County depts, ED leaders, cities, employers
Goal 3	Annually	Measure and review metrics (job placements, sector participation, childcare slots)	All strategic partners reporting to SCWD and ED implementation team
Goal 4	Year 1	Collaborate with Stanislaus 2030 on implementing Small Business Strategies	Stanislaus 2030, County, partners
Goal 4	Year 2 Q1–Q2	Convene partners to review actions and align with Small Business Strategy	SCWD, SBDC, Equity Partners, Opportunity Stanislaus, Cities
Goal 4	Year 2 Q2–Q3	Identify interest/capacity to support short-form entrepreneurship events	Chambers, schools, libraries, youth orgs, city partners
Goal 4	Year 2 Q3–Q4	Assess small business finance tools and explore RLFs/microgrants	Cities, County, SBDC, regional funders, equity organizations
Goal 4	Year 3	Pilot 'Business Coaches on the Go' model	SCWD, SBDC, local business networks
Goal 4	Year 3	Explore peer-based models (co-ownership, micro-franchise)	SCWD, SBDC, chambers, local entrepreneurs
Goal 4	Year 3 (Optional)	Scale successful activities and track impact in small cities	Local ED staff, SCWD, implementation committee
Goal 5	Year 1 Q1–Q2	Introduce and frame Goal 5 with EDAC; propose formation of Working Group	County, EDAC, SCWD, Opportunity Stanislaus, city partners
Goal 5	Year 1 Q2–Q3	Convene initial Working Group; discuss needs and shared priorities	Working Group, cities, CBOs, economic development staff
Goal 5	Year 1 Q4	Identify/support shared application, planning initiative, or smaller city project	County, cities, partner technical advisors
Goal 5	Year 2	Align Working Group activities with CEDS goals; test cost-sharing/shared staffing	County, cities, SCWD, Opportunity Stanislaus
Goal 5	Year 2–3	Integrate equity-focused practices and metrics into regional funding efforts	Working Group, People's Plan advocates, EDAC, partner agencies