Request for Proposals (RFP)
for DRIVE IMS Development and Buildout

About CVCF and Fresno DRIVE

Since 1966, the [Central Valley Community Foundation](#) (CVCF) has been a trusted partner in philanthropy. Our mission is to "connect capital and communities for a 'just and thriving' Central Valley." To advance this mission, CVCF works closely with community, civic, and philanthropic partners to support "collective impact" strategies that advance inclusive and sustainable economic development, including the [Fresno DRIVE Initiative](#). Fresno DRIVE (Developing the Regions Inclusive and Vibrant Economy) aims to support inclusive economic growth in the Central Valley through 14 initiatives, which range from programs aimed at reducing infant mortality, to revitalizing Fresno's downtown, to providing internships for young adults with barriers to employment.

Purpose of RFP

We are seeking a contractor to build a DRIVE Impact Management System (IMS) for two DRIVE Initiatives: the Fresno-Merced Future of Food Innovation (F3), and the Civic Infrastructure Initiative. In the future we plan to expand the IMS to meet the needs of other DRIVE initiatives, but this RFP is aimed at meeting the IMS requirements of F3 and Civic Infrastructure.

Fresno-Merced Future of Food Innovation (F3)

The [Fresno-Merced Future of Food Innovation (F3) coalition](#), led by the Central Valley Community Foundation, is working to accelerate the integration of technology and skills in the region's agriculture industry—improving productivity and job quality for existing farm workers while driving a more resilient and sustainable food system. The coalition unites partners such as University of California, Merced, the California Farmworkers Foundation, industry leadership like the California Fresh Fruit Association, regional philanthropy, and local government around a vision for a more innovative, equitable, and resilient agricultural industry in one of the country's most important food-producing regions.

IMS needs: The F3 partners need an information system to track and manage a wide variety of stakeholders such as technology, agriculture, food and finance businesses (startup and corporate), farmers, regional entrepreneurs, incumbent farm and food system workers, and students who participate in the new agricultural technology curriculum(s) across the regions universities and community colleges. The information system must track attributes about both companies such as number of employees and job growth over time. For individuals, the system must track demographics such as race/ethnicity, gender, veteran status, rural/urban, socioeconomics, which are key to assessing program performance. The system must also track interactions with company and individual stakeholders, such as events attended, project participation, student participation and other activity attributes that would indicate participation. It may include tools to engage stakeholders such as a survey tool, or could have a process to accept data input from other third party commercial software tools.

Civic Infrastructure

Fresno DRIVE's Civic Infrastructure initiative engages residents in eleven extreme poverty neighborhoods to self-determine the place-based strategies (policies, infrastructure, culture) that support healthy, sustainable communities. The goal of this initiative is engaging residents in civic work. To that end, grassroots neighborhood "Hubs" are funded to engage residents, develop trust, address shared concerns, build community voice and power, and solve problems through increased civic capacity and public participation. The Civic Infrastructure team, led by the nonprofits Every Neighborhood Partnership and Building Healthy Communities, has been increasing the organizational capacity from eight to eleven grassroots organizations as neighborhood "Hubs." The Hubs are tasked with building a sustainable resident leadership network, and early results are impressive – including a monthly combined average of 16 community meetings, 120 one-on-one learning conversations, and 760 residents engaged.

IMS needs: The Civic Infrastructure team needs a information system to track and manage community members they engage with. The information system must track attributes such as the activities those individuals participated in (community meetings, learning conversations, trainings, etc.), the priorities/needs they identify in their neighborhoods, referrals made to other DRIVE Initiatives, and notes about those interactions. In the future, they will be surveying residents to get feedback on neighborhood issues. A survey tool, or a process to accept data input from other third party commercial software tools, will be necessary.

Consulting Description

The consultant will work with CVCF staff to understand the intricate needs for the F3 and Civic Infrastructure IMS and have the expertise and experience needed to build and customize the IMS to meet those needs, in a timely manner (3-6 month timeframe is desired). This may include the following phases: (1) Planning and Preparation; (2) Discovery; (3) Design and Configuration; (4) Pilot Testing; (5) Training and Deployment; (6) Refinement post Go-Live. The consultant will work closely with the CVCF measurement and evaluation team to provide training and technical assistance (TA) on how to complete future additions to the IMS, since the system will inevitably grow over time. Finally, the consultant should be capable of providing optional technical assistance regarding system updates, changes, and expansions post-go-live, to be determined during the early project phases.

Expected Outcomes

- Planning and preparation conducted to identify stakeholders, administrators and end users; hold meetings with end-users from CVCF, F3 and Civic Infrastructure and understand needs and align expectations, including client and contractor roles; and develop implementation plan and timeline. *Expected deliverable: detailed implementation project plan and timeline.*
- Discovery conducted to gain clarity on how CVCF, F3, and Civic Infrastructure operate their programs, services, and data collection to inform the customization of IMS forms, workflows, and reporting requirements; *Expected deliverable: system requirements document.*
- IMS designed and configured to meet F3 and Civic Infrastructure IMS needs, including separate dashboards/landing pages; data protection and confidentiality ensured via defined user roles with specific permissions; design aligned with the multi-program architecture, workflow protocols,

tracking and reporting requirements; IMS prepared for data migration; and capacity to scale up or down as we add, remove, and modify programs in the future.
Expected deliverable: version 1.0 of production system, ready for pilot testing.

- Pilot testing completed with a small group to validate and refine the configuration based on user feedback; common use cases tested to ensure the IMS design produces a positive experience for users and administrators.
Expected deliverable: Pilot testing results document indicating results and necessary adjustments.

- Training provided to support a smooth transition to deployment with training for stakeholders, administrators, and end users; and provide training resources such as recorded trainings, office hours, or user guides for administrators/end users tailored to this project's data entry use cases.
Expected deliverable: up to 40 hours of training content in digital, in-person, and documentation provided.

- Continued refinement of the IMS for a defined time period post-go-live based on user feedback, including refining existing design or adding new functionality.
Expected deliverable: post go-live support of up to 80 hours over 2 months.

- Supplemental training support to develop client's skills to complete future build outs/additions to the IMS, since the system will inevitably grow over time.
Expected deliverable: optional add-on work to support feature enhancements/bug fixes as well as in-depth support for administrators in a "train-the-trainer" model for two years following the project of up to 20 hours per month.

- See "Appendix A" for additional information.

Location

Consultant will work remotely with most meetings held over Zoom or other remote meeting platform. Any in-person meeting needs will be discussed with CVCF in advance.

Desired Qualifications for Proposers

- Five years or more experience developing and customizing impact and relationship management platforms (e.g., Salesforce, Apricot, or other customer relationship management (CRM) platforms);
- Capacity to complete the system build out and deliverables in a timely manner (3-6 months upon contract execution);
- Capacity and willingness to train CVCF staff to become IMS administrators for future build outs in a "train-the-trainer" model;
- Expertise to make changes and/or updates to build out IMS, as needed, within the project duration;
- Experience working with educational and nonprofit partners of various sizes and technology capacity;
- Familiarity with California's Central Valley, the Fresno DRIVE Initiative aimed at inclusive economic development, and community-driven change is a plus. See "Appendix B" for additional information.
- Willingness to work together for future technical assistance needs.

Project Duration

The project duration is 5.5 months: April 17, 2023 through September 30, 2023. Contract extensions and follow-on agreements will be negotiated with CVCF.

Application Materials

Please submit the following materials:
1. Proposal Submission Narrative (see below), no longer than 10 pages;
2. Recent CV or description of experience for key staff, including any certifications related to specific software platforms;
3. Two client references;
4. Budget.

Proposal Submission Narrative

Proposals must provide a proposed scope of work and timeline that ensures timely delivery of the expected outcomes listed above. In addition, please provide a narrative description of the following:
- Your teams' approach and deliverables at each stage of your project plan, from planning/discovery through deployment and refinement. Feel free to provide parameters such as the number forms, fields, reports, and permissions that will be configured, and estimated number of meetings and trainings provided.
- Methods to support communication between client and contractor (e.g., cadence and content of project updates or meeting summaries to communicate accomplishments, challenges, next steps, etc.).
- Project management strategies and systems for managing the work plan, assigning tasks, tracking progress, and ensuring timely completion of deliverables.
- Your project team, and who will be playing what role (e.g., project manager, data architect, client training/technical assistance, other specialists).
- Suggested software we purchase (e.g., Salesforce, Apricot, etc.), based on your experience and preferences, including any needed apps or add-ons.
- Your teams' past CRM or other IMS build outs, or similar projects. Please include details regarding your role in the project(s).
- Ability to leverage past work, templates, or pre-built integrations that share use cases with this project to save time/cost in the current project.
- Ability and willingness to provide technical assistance after the current project ends. Please provide your hourly billing rate or other fee schedule for post-contract work.
- Anything else we should know that might set you apart from other bidders.

Budget

- Please provide a fixed fee budget to perform identified services and complete project deliverables. Budget detail should include the estimated hours and cost of project phases/components (e.g., planning, database configuration, training, refinement, etc.).

- Please also provide an estimated cost for the software solution and any add-ons you propose CVCF purchases, assuming licensing fees for four years and 10-20 users. We understand that this non-binding estimate may be subject to third party rates.

Evaluation Criteria

Proposals will be evaluated based on the quality and completeness of the proposed scope of work, the contractor(s)' qualifications and past performance, the reasonableness of the price, and the quality of references. Proposals indicating the ability to complete the project by mid-September 2023 will be given priority, but alternate timelines will be considered if necessary.

Due Date
Deadline for proposals is 11:59pm on Sunday, April 9, 2023. Proposals must be submitted to katherine@centralvalleycf.org.

Civic Infrastructure IMS Needs

Use cases: Keep track of residents that are engaged through Civic Infrastructure Hubs, including demographic, contact information and client engagement (in-person, email, phone); track event attendance; manage resident lists; initiate engagement via email and text messaging; track program activities; assess program performance; import survey data; data visualization; demonstrate project impact; and grant reporting.

End users: Project staff at Every Neighborhood Partnership and the eleven neighborhood Hubs.

Reporting products: Overview of the data attributes/objects/fields needed for reporting and assessment of program performance.

- For all individual and organization records: collect contact information (address, phone, email) and demographics (BIPOC, gender, veteran, rural/urban, languages, DOB)
- Residents engaged
  - Unique ID; avoiding duplicates
  - Student status (full time, part time)
  - Employment status (part time, full time, looking, not looking….)
  - Date and location of engagement
  - Civic infrastructure programs engaged in. . .
    - Trainings
    - Service projects
    - Learning conversations
    - Cultural events
    - Community meetings
    - Story-telling project
  - Learning conversations: responses to specific questions
  - Issue identification: tags/categories (jobs, education,etc.) priorities that they want to work on. Challenges. Aspirations
  - Connections to people. Relationship map.
  - Type of engagement (information sharing, focus group, interview, survey, community meeting, public comment, workshop, advisory committee, participatory decision-making, delegated decision-making, other)
  - Actions taken to remove barriers to participation (e.g, childcare, transportation, food, compensation for participation, translation, materials translated, training provided to community members)
  - Referral to/from other DRIVE Initiatives (Betting Big, Upskilling, Affordable Housing, Downtown 2.0, Opportunity Corridors, Community Justice Network, etc)

- For local business partners and stakeholders (CBOs, local and state government partners, Hub's partners)
  - Business owner demographics (BIPOC, gender, veteran, rural/urban)
  - Date when business was formed
  - Size of businesses (self employed; 1-19 employees; 20-499 employees; 500+ employees)
- Civic Infrastructure staff and contractors (Every Neighborhood Partnership staff working on CI, Hub leaders and staff, volunteers)
  - Collect demographics to report on diversity and inclusion with respect to BIPOC, gender, veteran, rural/urban, languages, age

F3 Innovate IMS Needs

Use cases: Keep track of industry clients and leads, including information about business size, crops, type of technology, location, etc.; track client engagement (in-person, email, phone); track event attendance; manage client lists; initiate engagement via email and text messaging; track new ag-tech innovations and intellectual property; track program activities; assess program performance; import survey data; data visualization; demonstrate project impact; and grant reporting.

End users: Project staff at UC Merced, Fresno State, and UC Ag & Natural Resources

Reporting products: overview of the data attributes/objects/fields needed for reporting and assessment of program performance.

- For all individual and organization records: collect contact information (address, phone, email) and demographics (BIPOC, gender, veteran, rural/urban, languages, DOB)
- Industry partners (investors, tech businesses, farmers)
  - Business owner demographics (BIPOC, gender, veteran, rural/urban)
  - Date when business was formed
  - NAICS codes (drop down question)
  - Total # of new jobs created and filled (and dates) for each business
  - Demographics (BIPOC, gender, veteran, rural/urban) of persons filling new job positions
  - Size of businesses (self employed; 1-19 employees; 20-499 employees; 500+ employees)
  - Location of business/farm
  - Crops
  - Whether the organization is an established partner or a lead
  - Member of F3 Innovate membership program?
- F3 Innovate staff and contractors (administrative staff, faculty, and student interns at UC Merced and Fresno State)
  - Collect demographics to report on diversity and inclusion with respect to BIPOC, gender, veteran, rural/urban, languages, age
- People engaged to provide feedback about F3 Innovate (industry partners, farm workers)
  - Date and location of engagement

- ○ Type of engagement (information sharing, focus group, interview, survey, community meeting, public comment, workshop, advisory committee, participatory decision-making, delegated decision-making, other)
  - ○ Actions taken to remove barriers to participation (e.g, childcare, transportation, food, compensation for participation, translation, materials translated, training provided to community members)
- ● Project data
  - ○ Industry Leadership & Marketing
    - ■ # Industry members in F3 Innovate membership program# of employees represented by member organizations
    - ■ # Conferences held, and # participants
    - ■ # Partnerships with International Clusters developed
    - ■ # of trade and R&D exchanges per year
    - ■ # Individuals reached through communications
  - ○ Innovations
    - ■ # new patent and copyright filings, by focus area
    - ■ Inventory of test farms, labs, research facilities, training facilities, academic researchers, and research projects in progress
    - ■ # industry-engaged R&D projects
    - ■ # university-driven R&D projects
    - ■ Investment dollars secured
  - ○ Commercialization and Business Acceleration
    - ■ # of businesses supported with site testing, validation, commercialization, consultation, and/or business capacity building
    - ■ # of agri-food tech investors contacted for capital attraction
    - ■ # of new businesses attracted
    - ■ # new jobs linked to iCREATE projects and outreach
    - ■ New investment dollars attracted
  - ○ Coordination of talent pipeline

AgTEC IMS Needs

Use cases: Keep track of students enrolled in competency based education; keep track of industry partners engaged with "earn and learn" internship program or Reedley College Innovation Cener; track information about business size, crops, type of technology, location; track participant engagement (in-person, email, phone); track new ag-tech innovations and intellectual property; track program activities; assess program performance; import survey data; data visualization; demonstrate project impact; and grant reporting.

End users: Project staff at 8 community colleges

Reporting products: overview of the data attributes/objects/fields needed for reporting and assessment of program performance.

- For all individual and organization records: collect contact information (address, phone, email) and demographics (BIPOC, gender, veteran, rural/urban, languages, DOB)
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- Students and incumbent workers enrolled in competency based education (starting Q3 of 2024; API to pull colleges' data or original data collection for some data)
  - Progress in competency based education (certificate completed, in-progress?)
  - Student status (full time, part time)
  - Location of classes: virtual, hybrid, classroom, employer on-site
  - Employment status (part time, full time, looking, not looking....)
  - new jobs (and start date)
  - promotions due to upskilling (and date)
    - In year 2.5, Binational and CFF will be doing cohort post-test and ask about other services needed
  - Career services engagement
    - Quantify amount of services?
    - Actions taken by career counselors?
    - Enrolled in app to connect with job openings?
- Industry partners participating in AgTEC "earn and learn"
  - Business owner demographics (BIPOC, gender, veteran, rural/urban)
  - Date when business was formed
  - NAICS codes (drop down question)
  - Total # of new jobs created and filled (and dates) for each business
  - Demographics (BIPOC, gender, veteran, rural/urban) of persons filling new job positions (how to get this from businesses?!)
  - Size of businesses (self employed; 1-19 employees; 20-499 employees; 500+ employees)
- AgTEC staff and contractors [administrative staff (n= 50); curriculum design team members; worker-instructors (year 2); career counselors (year 2; n = 100)]
  - Collect demographics to report on diversity and inclusion with respect to BIPOC, gender, veteran, rural/urban, languages, age
- For prospective students
  - Collect demographics (to assess whether certain groups are being equitably recruited and enrolled)
  - CFF and Binational already collecting
- Innovations (Reedley college)
  - # new patent and copyright filings, by focus area
  - Inventory of test farms, labs, research facilities, training facilities, academic researchers, and research projects in progress
  - # industry-engaged R&D projects
  - # university-driven R&D projects
  - Investment dollars secured
- People engaged to provide feedback about AgTEC (industry partners, farm workers). See data to be collected for engagement with F3 Innovate.

Local Farm & Food Innovation (LFFI) IMS Needs

Use cases: Keep track of businesses involved in Del Valle's food entrepreneurship and business support programs; keep track of the small farmers, researchers and industry partners engaged with the San Joaquin Valley Agroecology Hub programs to support small farmers and test and promote new technology; track information about business size, crops, type of technology, location; track participant engagement (in-person, email, phone); track event attendance; manage contact lists; initiate engagement via email and text messaging; track new ag-tech innovations and intellectual property; track program activities; assess program performance; import survey data; data visualization; demonstrate project impact; and grant reporting.

End users: Project staff at UC Ag and Natural Resources (UCANR), Community Alliance for Family Farms, Cultiva La Salud, and St. Rest.

Reporting products: overview of the data attributes/objects/fields needed for reporting and assessment of program performance.

- For all individual and organization records: collect contact information (address, phone, email) and demographics (BIPOC, gender, veteran, rural/urban, languages, DOB)
- LFFI staff and contractors at San Joaquin Valley Agroecology Hub and Del Valle
    - Collect demographics to report on diversity and inclusion with respect to BIPOC, gender, veteran, rural/urban, languages, age
- For businesses engaged with LFFI:
    - Business owner demographics (BIPOC, gender, veteran, rural/urban)
    - Date when business was formed
    - NAICS codes (drop down question)
    - Total # of new jobs created and filled (and dates) for each business
    - Demographics (BIPOC, gender, veteran, rural/urban) of persons filling new job positions
    - Size of businesses (self employed; 1-19 employees; 20-499 employees; 500+ employees)
    - Location of farm/business
    - Crops
- Individuals enrolled in LFFI programs (Cultiva La Salud Kitchen and Food Academy, Saint Rest Food Entrepreneurship program, Small Farm Food Hub, Marketing Assistance Program, Del Valle Food Center)
    - Employment status (part time, full time, looking, not looking….)
    - Student status (full time, part time)
    - New jobs (and start date)
    - Promotions due to upskilling (and date)
    - What LFFI program are they engaged in? (What are the specific data collection fields for each program?)
- Program data
    - # participants in each program

- ○ Investment dollars, new businesses, and/or new jobs attracted to region as result of Del Valle promotion
- ○ Changes in participants profitability
- ○ # of participants who adopt a new technology; reported impacts of that adoption
- ○ # of projects developed each year (co-created with farmers)
- ○ # of patents registered
- ○ Tool library
  - ■ # tools in the library
  - ■ # of times the tools are borrowed from the library
  - ■ # of borrowers and demographics – race/ethnicity, age, language, zip
- ● Prospective participants
- ● People engaged to provide feedback about LFFI (industry partners, farm workers). See data to be collected for engagement with F3 Innovate.

Civic Infrastructure

In Fresno, a historical lack of representation in the city's political structure, underpinned by systemic racism (e.g., redlining) and longstanding systematic barriers to social and financial capital, has significantly contributed to the creation and stagnation of under-resourced, extreme poverty neighborhoods with a lack of community voice and power. There are 32 such under-resourced neighborhoods with "extreme poverty" in Fresno, which are also disproportionately home to people of color. This lack of civic infrastructure partially manifests in Fresno's ranking last in economic and racial inclusion among all 59 California cities recently studied by the Urban Institute.

Civic Infrastructure is a Fresno DRIVE Initiative that supports the places, policies, programs, and practices that enable residents to connect with one another, develop trust, address shared concerns, build community voice and power, and solve problems through increased civic capacity and public participation. Over the long-term, resilient civic infrastructure is a powerful method to ignite a cycle of accountability that leads to policymaking that produces better social and political results. In the shorter term, through increased neighborhood collaboration, civic infrastructure provides numerous benefits to community members and the neighborhoods they live in.

Civic Infrastructure Initiative Hubs include; Familias en Accion (Winchell Hub), Martin Park and Another Level Training Academy (Webster Hub), Another Level Training Academy (King Hub), Generation Changers (Lincoln Hub), Live Again Fresno (Addams Hub), A Hopeful Encounter (Birney Hub), Friends of Calwa (Calwa Hub), Jackson Community Development Corporation, Lowell CDC (Lowell Hub), Hidalgo CDC (Hidalgo Hub), and Highway City CDC (Teague Hub). Every Neighborhood Partnership is the lead organization, and provides technical assistance and support to the above listed neighborhood Hubs.

Fresno-Merced Future of Food Innovation (F3)

California's Central Valley is a food producing powerhouse with over 13,650 farming enterprises producing 350 commodities annually worth $70 billion, including 60% of the nation's fruits and nuts and 30% of its vegetables. Despite this agricultural bounty, 45% of the five-county region's workers struggle to put food on their own tables. The status quo is untenable with unemployment over twice the national average, residents exposed to the worst air quality in the nation, and communities living with contaminated water from the legacy of traditional farming practices. The region remains among the most persistently poor and unequal in the U.S. because its agriculture commodity-driven economy cannot create enough quality jobs that enable residents to make ends meet.

Fresno DRIVE's Fresno-Merced Future of Food Innovation (F3) Initiative, with funding from the U.S. Economic Development Administration (EDA) and the State of California, is launching a Climate-Smart Agrifood Technology and Engineering Cluster based on capabilities in digitalization and data science,

mechatronics, equipment, and systems testing and integration for agrifood applications. The F3 portfolio drives both economic growth and equity – spurring inclusive innovation and commercialization with supports that proactively engage small farmers and entrepreneurs alongside multinational companies; building a seamless talent development pipeline; and catalyzing local market growth of the small-scale farm and food industry. This robust portfolio will address economic, agricultural, and climate challenges, positioning our Valley's ag-based industry and farmers to be competitive, resilient, and sustainable.

Over four years, the F3 Initiative will (1) increase regional GDP from 2.1% to 3.0% annually, (2) attract $250M in private investment, and (3) create and/or fill more than 10,000 quality jobs. Within the F3 portfolio are three gears: iCreate (now F3 Innovate), Argifood Technology & Engineering Collaborative (AgTEC), and Local Farm & Food Innovation Initiative (LFFI).
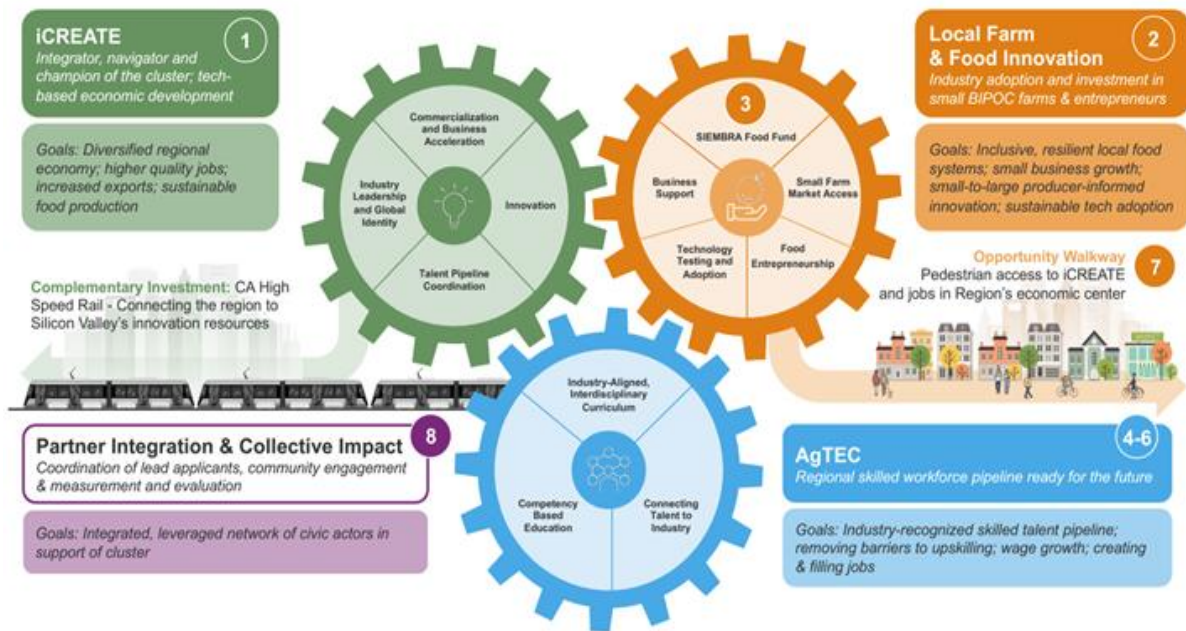
F3 Innovate (formerly iCREATE)

California's Central Valley has a competitive niche and global opportunity to build the Central Valley "Climate-Smart Agrifood Technology and Engineering Cluster" to develop and test ag tech innovations, draw investment, and generate quality jobs. Missing is a cluster strategy with a "center of gravity" to organize regional assets intentionally into a market-driven ecosystem. F3 Innovate fills this gap. With a small, enabling team that will integrate, navigate, and champion the cluster, F3 Innovate centers on four programmatic pillars: (1) industry leadership and global identity as an ag tech hub; (2) innovation of new ag tech; (3) commercialization of patented ideas and business acceleration; and (4) talent pipeline coordination to support and upskill the agricultural workforce.

Pillars	Goals	Outcomes	Data collected
Industry Leadership and Global Identity	Serve as the **cluster navigator** for businesses, entrepreneurs, and investors into the region, **building the global identity** of the region, enabling F3 to become a nationally recognized innovative ag tech cluster	• **Broad food production industry alignment and engagement**, including > **200 dues-paying, committed industry champions** contributing to the R&D agenda and activities, conferences, exchanges, tech development and demonstration within 4 years • Globally recognized **Climate Smart Agrifood Tech and Engineering cluster** with 4 regional industry & research exchanges, annual conferences & convenings attracting >10K sector leaders, and cluster-specific communications, supporting 15% membership growth annually	• Employer profiles (e.g., employees, focus areas) • Industry R&D needs • Current and forecasted regional R&D investment • Conference attendees and demographics • Communication effectiveness
Innovation	Develops an **innovation pipeline** of **75+** university-industry **partnerships**, producing **~100** frontier & applied ag tech products & services	• Continually growing **portfolio of ~100 industry and university-driven research projects** within four years, with **$2.5M** secured in complementary investments • **Efficient commercialization process** for new technologies, with **30-50 new patent and copyright filings** within 4 years, maintaining a **10% YoY growth** for the period and beyond	• Inventory database of industry-university partnerships • Innovation pipeline (e.g., project size, volume, and staffing information) • Patent and copyright tracking
Commercialization and Business Acceleration	Attract **$250M** in non-public sector capital dollars, and foster **>30** fast growing businesses, becoming one of the fastest growing ag tech entrepreneurship hubs nationally	• **Robust entrepreneurship ecosystem** with **50+ new businesses** initiated, and **400 businesses / projects** supported in 4 years • **Growing investment channel** with **15 investor** partners, **60** engaged within the first 4 years, ensuring a consistently high-level of funding to drive cycles of innovation	• IP utilization and tracking • Investment size, volume and returns • Corporate formation activity
Talent Pipeline Coordination	Coordinates across academia and industry to develop pipeline for **8,000 job seekers and incumbent workers into middle and high skill, quality jobs**, making F3 a national model for creating a sustainable workforce development pipeline	• **Industry-aligned, responsive and inclusive middle and high skilled workforce**, including career exploration, sustainable internship / fellowship model attracting >300 K-14 & university students to careers in agriculture-related industries in the region • **Shared prosperity through facilitating inclusion of local farmers** in the growing food industry cluster, including >100 farmworkers accessing farm management and ownership trainings	• Employer workforce skills gaps • Internship / fellowship application volume and applicant backgrounds • Training attendance and student job placements

Deliverables:
- Industry Leadership – form new non-profit to permanently support F3 work; 200 members in F3 Innovate network; annual R&D agenda; conferences; communications
- Innovation – inventory assets; 50 industry R&D projects with $2.5m additional investment; 24 university R&D projects; support 400 businesses with tech commercialization
- Commercialization – 400 businesses supported; pipeline partnership with 15 agrifood tech investors
- Talent Pipeline Coordination – Talent Task Force; partner with Ag TEC; raise $1m additional for workers training; 300 K-14 student intern/externships

Partners: California Department of Food and Agriculture, UC Merced, Fresno State, UC Agriculture and Natural Resources (UCANR), Industry Associations. Lead partner is UC Merced.

Agrifood Technology & Engineering Collaborative (AgTEC)

Food production and processing is the foundation of the Central Valley economy, generating about 88,000 jobs representing 30% of all employment. More than 70% currently are low-skill, low-wage jobs with high potential for automation. However, the region's talent system struggles to help workers meet existing employer demands and fulfill evolving skills needs as industry adopts ag-tech innovations. The result is a cycle of persistent poverty that threatens the region and, therefore, the nation's food supply.

AgTEC develops a skilled, next-generation workforce to support advanced, sustainable food production and manufacturing through three pillars: (1) interdisciplinary workforce training and pathways that align with industry needs, (2) Competency-Based Education (CBE) that gives incumbent workers course credit for existing skills, and (3) connecting talent to industry.

F3's AgTEC program translates industry needs into a curriculum that places workers at the forefront of this solution. AgTEC creates consistency plus flexibility for employers and workers through a regional industry-recognized "applied agriculture systems certificate" with stackable credentials applicable to incumbent or new labor force entrants.

Deliverables:
- Build a regional workforce pipeline that can annually train 8,400 people in 'Ag Systems'
- Train 8,400 people in 4 years - half incumbent workers; half emerging workers
- Increase wages (from $16k to $60k)
- Competency Based Education
- Worker voice / industry voice

Partners: 8 community colleges consisting of Clovis, College of the Sequoias, Fresno City, Madera, Merced, Reedley, West Hills Lemoore and West Hills Coalinga.Lead partner is Merced College.

Pillars	Goals	Outcomes	Data Collected
Industry-aligned, interdisciplinary workforce training and pathways	Within 2 years, roll out industry-aligned, worker-informed competency-based education program with recognized certificates and an on-ramp to existing degree-bearing pathways	• Increased regional education and upskilling through establishing a short-term interdisciplinary certificate in Applied Agriculture Systems across all 8 colleges based on in-demand industry skills identified by the F3 Talent Development Industry Task Force • STEM pathways established through regional 2-year degree programs in ag tech with onramps to 4-year degrees, enabling access to higher quality jobs • Inclusive talent development program with targeted learner supports to reduce barriers to access, persistence, and completion of educational programs for underserved populations	• Current and forecasted industry skills and competency needs • Learner profiles and supports required to enable access • Database of certificates and mapping of potential pathways
Competency-based education (CBE)	Over 4 years train 8,400 students (including incumbent workers) through CBE, including hands-on, earn-and-learn industry experience	• Skilling and upskilling of "4K workers (~50% students to be incumbent workers) through CBE curriculum taught by college faculty and "worker-instructors" through flexible modules (e.g., online, incumbent workforce training units) positioning workforce to better meet rapidly changing industry needs • Increased awareness and evidence-base for potential policy changes related to curriculum and enrollment based on partnerships between college presidents, CCCCO Institutional Effectiveness Division and ASCCC • Workforce with increased mastery of critical skills and exposure to industry through placement of 1500 students in Earn-and-Learn and other work-based training (e.g., internships, apprenticeships, bootcamps)	• Student enrollment rates (including by certificate, pathways, modality) • Expected outcomes and impacts of potential policy changes • Student work-based placement tracking
Connection of talent to industry	Connect talent with higher paying jobs (on average 60% higher wages)	• Improved access to talent pipelines for industry as a result of AgTEC Innovation Centers recruiting, supporting, and placing individuals in agriculture technology jobs (including 8 career counselors), formalized HR partnerships with 4 Industry Task Force and robust databases • Higher quality jobs for incumbent and future workers	• Job placement tracking • Match rate across AgTEC job opportunities • Database of employers and job opportunities • Internship / employment application volume

Local Farm & Food Innovation (LFFI)

California's Central Valley is home to 6,795 historically underserved BIPOC farmers and 4,700 small-scale food producers, yet these businesses often lack access to new technology and are unable to participate in export markets. Local Farm and Food Innovation (LFFI) aims to support local farmers' adoption of technology and strengthen the local food system, including businesses creating new food products, food trucks, and businesses aimed at adding value to the commercial food chain. LFFI work is supported by 2,400 acres of test farms and a network of 100 local and 1,300 statewide agrifood experts.

EDA investment creates 1,000+ new jobs and 300 new small-scale and BIPOC businesses; drives a 30% increase in profitability of farms and food businesses of all sizes; supports 1,000 growers and ranchers and 3,000 small-scale and BIPOC businesses; contributes to $250M of non-public investment and improves regional sustainability.

Deliverables:
- SJV Agroecology Hub – Small Farm Tech Innovation Alliance; increase profitability of local small farms; achieve 40% adoption rate of sustainable food production practices; support 3,000 small farms; 70% of local underserved growers and producers
- Local Food Hub – plan a commercial kitchen and food academy; Saint Rest Food Entrepreneurship Program; regional brand and identify for local farming / food businesses that attracts $50m in investment; marketing and training for 1,000 small scale forms; 1,000 new jobs and 300 new businesses

Partners: UC Ag and Natural Resources (UCANR), Community Alliance for Family Farms, Cultiva La Salud, and St. Rest. UCANR is the lead partner.

Overview of Outcomes

Project	Goals/Intended Outputs	Outcomes
iCREATE	Establish 75 industry-academic partnerships, developing 100 ag tech innovations, of which 40% will be commercialized. Attract $250M non-public sector capital dollars and coordinate 3.5K new research and job opportunities, including 2.5K created for BIPOC and low-income students and incumbent workers	• Broad food production industry alignment and engagement, including > 200 dues-paying, committed industry champions contributing to R&D agenda and activities, conferences, exchanges, tech development and demonstration within 4 years • Continually growing portfolio of ~100 industry and university-driven research projects within 4 years, and a robust entrepreneurship ecosystem with 50+ new businesses • Growing investment channel with 15 investors partnered, 60 engaged within the first 4 years, ensuring a consistently high-level of funding to drive cycles of innovation • Industry-aligned, responsive and inclusive middle and high skilled workforce, including a sustainable internship / fellowship model attracting >300 K-14 and university students to full-time careers in agriculture-related industries in the region
Local Farm and Food Innovation (LFFI)	Drive industry technology adoption enabling 40% commercialization to 1,000 growers and ranchers. Provide support to 3,000 small-scale and BIPOC farms & food businesses	• Regional brand contributes to $250M in annual investments to support a vibrant local food economy, including >1,000 growers • Marketing training and services delivered to >1000 local small-scale farmers, producers, and agrifood business entrepreneurs • Increases regional profitability by 30% across crop production systems and scale • Achieves a 40% adoption rate of new sustainable technologies available through the tool library, demonstrations, and co-developed with grower communities
AgTEC	Nearly double the annual workforce pipeline to over 8,400 job-ready workers in four years, enabling an increase in average wages of 60% for the workforce	• Increased demand-based education regionally through establishing a short-term interdisciplinary certificate in Applied Agriculture Systems across all 8 colleges based on in-demand industry skills • Reskilling and upskilling of ~4K incumbent workers through Competency Based Education taught by college faculty and "worker-instructors" through flexible modules (e.g., online, incumbent workforce training units) positioning workforce to meet rapidly changing needs • Improved access to talent pipeline for industry and higher quality jobs for incumbent and future workers