California Partnership for
The San Joaquin Valley

The San Joaquin Valley: California's 21st Century Opportunity

Strategic Action Proposal

OCTOBER 2006

Executive Department
State Of California

EXECUTIVE ORDER S-5-05

by the
Governor of the State of California

WHEREAS, the San Joaquin Valley is a region rich in resources and important to California's heritage, economy, environment and identity. It is one of the most productive agricultural regions in the world - home to farmlands that feed the nation and the world. It encompasses three world-class national parks that preserve the natural beauty of the Valley and the mountains that bound it. The San Joaquin Valley is intersected by a transportation corridor that is critical to the state's interstate commerce. Its people are hardworking and representative of many cultures, races and nationalities; and

WHEREAS, the eight counties and many communities that form the San Joaquin Valley enjoy assets that set the region apart from the rest of the state. But the Valley's unique geography, climate, and economy also pose specific challenges for the region that demand the attention of government leaders at the state, local and federal levels; and

WHEREAS, the region's population is growing much faster than the state average. By nearly every indicator, the economic well-being of the residents of the Valley lags behind state and national averages. More than one in five San Joaquin Valley residents lives in poverty. The region's median household income is approximately $12,000 lower than the statewide median. Yet, because of past neglect, the San Joaquin Valley receives substantially less per capita funding than both the U.S. and state averages; and

WHEREAS, the region is also one of only two regions in the nation to be identified by the U.S. Environmental Protection Agency as an "extreme non-attainment" zone for repeatedly failing to meet air quality standards; and

WHEREAS, the strength of California is tied to the economic success of the San Joaquin Valley. Improving the economy and the well-being of the people of the San Joaquin Valley requires a concerted, coordinated and creative response from leaders at all levels of government and from community members.

NOW, THEREFORE, I ARNOLD SCHWARZENEGGER, Governor of the State of California, by virtue of the power and authority vested in me by the Constitution and laws of the State of California, do hereby issue this Executive Order to become effective immediately:

1. The California Partnership for the San Joaquin Valley ("Partnership") is hereby established. The Partnership is composed of eight state government members, eight local government members and eight private sector members, in addition to two deputy chairs as provided in section 2. The Secretary of the Business, Transportation and Housing Agency; Secretary for Education; Secretary of the California Environmental Protection Agency; Secretary of the Health and Human Services Agency; Secretary of the Labor and Workforce Development Agency; Secretary of the Resources Agency; Secretary of the State and Consumer Services Agency; and Secretary of the Department of Food and Agriculture shall serve ex officio as the state members. The local government members shall be appointed by the Governor from a list of three elected officials submitted by each of the eight Councils of Government from the following counties: San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, and Kern. Eight private sector members shall also be appointed by the Governor. All members shall serve at the pleasure of the Governor, and without compensation.

2. The Secretary of the Business, Transportation and Housing Agency is the chair of the Partnership; the Governor will appoint two additional members, one local government representative and one private sector representative, to be deputy chairs.

3. The Partnership shall meet at least once quarterly for the conduct of its business. It may also host town hall meetings in the Valley in addition to or in conjunction with its quarterly meetings.

4. The Partnership shall perform the following duties:

(a) Identify projects and programs that will best utilize public dollars and most quickly improve the economic vitality of the Valley, especially those that leverage federal, state, local and private sector resources in a coordinated effort to address critical needs in the Valley.

(b) Work with members of the state's Congressional delegation and federal officials, including the federal Task Force for the Economic Recovery of the San Joaquin Valley, to gain federal support for projects identified by the Partnership as critical to the region.

(c) Partner with the University of California, California State University, community colleges, and the state's other research and educational institutions, as well as private foundations, to provide guidance, advice and encouragement in support of studies of particular interest and importance to the Valley.

(d) Review state policies and regulations to ensure they are fair and appropriate for the state's diverse geographic regions, including the San Joaquin Valley, and determine whether alternative approaches can accomplish goals in less costly ways.

(e) Recommend to the Governor changes that would improve the economic well-being of the Valley and the quality of life of its residents.

(f) Develop by October 31, 2006, a San Joaquin Valley Strategic Action Proposal that provides recommendations to improve the economic conditions of the San Joaquin Valley. The proposal shall be in the form of a report to the Governor, to the Board of Supervisors of the counties identified in section 1, and to the City Council of each city within those counties. The Partnership shall also send progress reports after each meeting. The reports shall focus on recommended strategies at each level of state government for sustainable economic growth that will create jobs and improve environmental quality in the region, while empowering local communities and encouraging entrepreneurialism.

5. The Business, Transportation, and Housing Agency shall provide administrative support to the Partnership out of existing resources. The Director of Finance may accept monetary gifts for the support of the activities of the Partnership.

6. Unless extended by another executive order, the Partnership shall terminate its business and cease to exist on November 1, 2006.

7. This order does not alter the existing authorities or roles of the executive branch departments, agencies, or offices. Nothing in this order shall supersede any requirement made by or under law.

IN WITNESS WHEREOF I have here unto set my hand and caused the Great Seal of the State of California to be affixed this the twenty-fourth day of June 2005.

Arnold Schwarzenegger
Governor of California

Table of Contents

Foreword

I Executive Summary

II Introduction
- Governor's Executive Order
- Focused Work Plan and Widespread Public Engagement
- Positive Results To Date
- 21st Century Opportunity
- Strategic Action Proposal

III Overview and Background
- The San Joaquin Valley Today – The Challenge
- The Promise of the Valley – California's 21st Century Opportunity
- The Vision for the San Joaquin Valley
- A Plan of Action – Public Accountability for Accomplishment
- High-Level Indicators and Goals for Progress

IV Summary of Principal Recommendations
- Achieve a Prosperous Economy, Quality Environment, Social Equity (3Es)
  Summary of Major Recommendations and Strategic Actions:
  1. Grow a Diversified, Globally-Competitive Economy Supported by a Highly-Skilled Workforce
  2. Create a Model K-12 Public Education System
  3. Implement an Integrated Framework for Sustainable Growth
  4. Build a 21st Century Transportation Mobility System
  5. Attain Clean Air Standards
  6. Develop High-Quality Health and Human Services
- Establish a 10-Year Implementation Structure

V Work Group Recommendations
- Mission, Challenge, Scope of Work, and Summary of Recommendations
  — Economic Development
  — Workforce Development and Higher Education
  — K-12 Education
  — Transportation
  — Land Use, Agriculture and Housing
  — Air Quality
  — Water Quality, Supply and Reliability
  — Energy
  — Health and Human Services
  — Advanced Communications Services and Information Technology
- Goals, Indicators and Specific Action Recommendations in 10-Year Timeframe

VI Recommended Organization Structure for Implementation
- Overview and Summary
- Working Premises
- Objectives of an Organizational Structure
- Characteristics of an Organizational Structure
- Options for Legal Mechanisms to Establish an Organizational Structure
- Composition of an Organizational Structure

VII Funding Requirements and Sources
- Resource Needs
  — Secretariat and Staffing Functions
  — Strategic Program Initiatives
  — Major Infrastructure Investments and Environmental Improvements
- Initial Budget for Implementation
- Funding and Financing of Major Investments and Improvements
  — Overview and Recommendation
  — Prospective Funding Needs and Sources
  — Funding Options
  — Financing Alternatives

VIII Conclusion and Next Steps

IX Acknowledgemets

X Appendices
(Available on Business, Transportation and Housing Agency Website: www.bth.ca.gov)
A. Executive Order and Appointed Members
B. Overall Approach to Work (Principles, Consensus, Work Groups)
C. Lists of Work Groups (Scopes of Work, Conveners, Participants)
D. Agendas and Minutes of Board Meetings
E. Summary of Public Forums and Local Elected Officials Roundtables
F. Overview of Socio-Economics of the Region and Individual Counties
G. Summary of Background Reports and Overview Reports
H. Complete Reports from Work Groups
I. Federal Interagency Task Force Report
J. Endorsements and Comments on the Draft Strategic Action Proposal

Foreword

The California Partnership for the San Joaquin Valley was established by Governor Arnold Schwarzenegger through an Executive Order to focus attention on one of the most vital, yet challenged, regions of the state. It is an unprecedented effort to bring together public and private leaders and resources to make a difference, not only for the San Joaquin Valley, but also for the future of California. We are hopeful about what can be accomplished by working together. We know that the San Joaquin Valley can become world-class in every dimension and pioneer new frontiers of economic development and environmental restoration, while lifting up the quality of life for its residents. We see the San Joaquin Valley as California's 21st Century Opportunity.

The Governor's Executive Order directed preparation of this Strategic Action Proposal which was informed by input from local elected officials, civic leaders, State Legislators, Members of Congress, and the public at large. We strongly and enthusiastically recommend approval and ratification of this Strategic Action Proposal as the framework for action and foundation for future investment to improve the economic prosperity and quality of life for the San Joaquin Valley.

Sunne Wright McPeak
Secretary
Business, Transportation and Housing Agency
Chair

Connie Conway
Supervisor
Tulare County
Deputy Chair

Greenlaw "Fritz" Grupe
Civic Leader
San Joaquin County
Deputy Chair

Linda Adams
Secretary
California Environmental Protection Agency

Michael Amabile
Mayor
City of Los Banos

Alan Autry
Mayor
City of Fresno

Kimberly Belshé
Secretary
Health and Human Services Agency

Susan Benham
Councilwoman
City of Bakersfield

Alan Bersin
Secretary
Office of the Secretary for Education

Paul Boyer
Councilman
City of Farmersville

Victoria Bradshaw
Secretary
Labor and Workforce Development Agency

Marcelyn Buford
Councilwoman
City of Hanford

Sheila Carroll
Civic Leader
Stanislaus County

Mike Chrisman
Secretary
Resources Agency

Ray Dezember
Civic Leader
Kern County

Larry Fortune
Civic Leader
Fresno County

Gary Gilbert
Supervisor
Madera County

Jeff Grover
Supervisor
Stanislaus County

Coke Hallowell
Civic Leader
Fresno County

A.G. Kawamura
Secretary
Department of Food and Agriculture

Rosario Marin
Secretary
State and Consumer Services Agency

Victor Mow
Supervisor
San Joaquin County

Jose Rivera
Civic Leader
San Joaquin County

Fred Ruiz
Civic Leader
Tulare County

Lorraine Salazar
Civic Leader
Fresno County

Sharron Thornton
Civic Leader
Merced County

Barry Hibbard
Liaison
Economic Strategy Panel

Kirk Lindsey
Liaison
California Transportation Commission

Pete Parra
Liaison
California Workforce Investment Board

Barbara Patrick
Kern County Supervisor
Liaison – Air Resources Board

Peter Weber
Liaison
Federal Task Force

Sacramento
Galt
Lodi
Stockton
Lathrop
Manteca
Ripon
Oakdale
Riverbank
Modesto
Waterford
Turlock
Patterson
Livingston
Atwater
Newman
Merced
Coarsegold
Lakeshore
Chowchilla
Los Banos
Madera
Dos Palos
Trimmer
Clovis
Firebaugh
Fresno
Mendota
Sanger
Parlier
Reedley
San Joaquin
Selma
Kingsburg
Dinuba
Woodlake
Visalia
Hanford
Exeter
Lemoore
Tulare
Farmersville
Coalinga
Huron
Lindsay
Corcoran
Avenal
Porterville
Johnsondale
Delano
McFarland
Wasco
Ridgecrest
Mountain Mesa
Shafter
Buttonwillow
Bakersfield
Saltdale
Arvin
California City
Taft
Tehachapi
Maricopa
Boron
Frazier Park

I. Executive Summary

The San Joaquin Valley—comprised of the eight counties of Kern, Tulare, Kings, Fresno, Madera, Merced, Stanislaus and San Joaquin, with sixty-two cities and more than 3.4 million residents—has a long history of contributions to the success of California. Although it is recognized worldwide as an agriculture powerhouse and is one of the fastest growing regions in the nation, it also is one of the most challenged in comparison to the rest of the state:

- Average per capita incomes are 32.2% lower.
- College attendance is consistently 50% below the average.
- Violent crime is 24% higher.
- Access to healthcare is 31% lower.
- Air quality is among the worst in the nation.

Governor Arnold Schwarzenegger established the California Partnership for the San Joaquin Valley (Partnership) by Executive Order in June 2005 in an unprecedented effort to focus attention on the needs of the region. As the Governor stated in the Executive Order, "The strength of California is tied to the economic success of the San Joaquin Valley." Through the year 2030, the growth rate of the region is projected to be 65% higher than the state average. How effectively the region accommodates this growth will be an important determinant of California's future.

The Partnership Board includes twenty-six members appointed by the Governor—eight Cabinet Secretaries, eight locally-elected officials, eight civic leaders, and two Deputy Chairs—plus five liaisons to major policy bodies. The Governor directed preparation of a Strategic Action Proposal by the end of October 2006 for long-term economic prosperity and well-being in the San Joaquin Valley. To accomplish this assignment, the Partnership: formed ten Work Groups (Economic Development; Higher Education and Workforce Development; K-12 Education; Transportation; Land Use, Agriculture and Housing; Air Quality; Water; Energy; Health and Human Services; and Advanced Communications Services and Information Technology); coordinated activities with the Federal Interagency Task Force; conducted Public Forums and Roundtables with Local Elected Officials in each of the eight counties; and consulted the State Legislators and Members of Congress from the Valley. More than 1,000 people participated in the Work Groups and Public Forums.

The Strategic Action Proposal—*The San Joaquin Valley: California's 21st Century Opportunity*—sets forth overall strategies and specific actions with accompanying indicators to measure progress. It builds on the existing strengths and addresses the current challenges to achieve a Prosperous Economy, Quality Environment, and Social Equity—the "3Es" of sustainable growth. It embraces and enhances the assets that define and unify the region—such as the San Joaquin River and Highway 99—as leading strategies to attract investment. It recognizes the Valley's heritage of agriculture as the foundation for economic growth and forges new frontiers for prosperity by identifying five key industry clusters to target for development: (1) Agribusiness, including Food Processing, Agricultural Technology, and Biotechnology; (2) Manufacturing; (3) Supply Chain Management and Logistics; (4) Health and Medical Care; and (5) Renewable Energy.

The detailed reports and recommendations from the Work Groups are integrated into six major initiatives with associated indicators that will be tracked annually (see attached Summary):

1. **Grow a Diversified, Globally-Competitive Economy Supported by a Highly-Skilled Workforce**
2. **Create a Model K-12 Public Education System**
3. **Implement an Integrated Framework for Sustainable Growth**
4. **Build a 21st Century Transportation Mobility System**
5. **Attain Clean Air Standards**
6. **Develop High-Quality Health and Human Services**

The Strategic Action Proposal calls for a sustained public-private partnership over the next decade to mobilize the essential government and civic leadership to achieve measurable results. It proposes that the initial organizational structure for implementation (for up to the next two years) be established through a new Governor's Executive Order and that State legislation then be enacted to ensure commitment and continuity for the full decade.

It is recommended that the organizational structure include:

- 8 Local Elected Officials (from general purpose local governments—elected County Supervisors or City Council members) – 1 from each County (appointed by Governor from Councils of Government nominations).
- 8 Civic Leaders (appointed by Governor – nominations invited from community at large).
- 8 State Administration Cabinet Members.
- 4 State Legislators from the San Joaquin Valley Delegation (2 each from Assembly and Senate, 1from each Party, appointed by the Legislative Leadership)—non-voting.
- 1 Member of Congress from the San Joaquin Valley Delegation—non-voting.
- ≤5 Liaisons from key State Boards / Commissions and the Federal Task Force.
- Representatives of Regional Consortia of Existing Organizations recognized by the Partnership (Regional Consortia constituted by written agreement approved by the Partnership for purposes of using existing resources more effectively and implementing portions of the Strategic Action Proposal; examples could include regional consortia of Councils of Governments, Workforce Investment Boards, Economic Development Corporations, Institutions of Higher Education, Employers Related to Targeted Industry Clusters, County Superintendents of Education).
- ≤3 Additional Representatives with Specialized Expertise (appointed by Governor).
- A Chair and 2 Deputy Chairs (1 each Local Elected Official, Civic Leader, and Cabinet Member) appointed by the Governor from among the above members.

The Governor and Legislature approved $5 million in the FY 2006-07 State Budget to begin implementation of the Strategic Action Proposal. The Partnership will leverage the State funding by seeking additional resources, public and private partner organizations, and volunteers.

To ensure accountability, the Partnership will publish an Annual Progress Report and convene a regionwide Annual Summit to engage government officials, civic leaders and the public in evaluating and adjusting the action plan as necessary.

The California Partnership for the San Joaquin Valley supports local leadership and provides the opportunity for government and community leaders throughout the region to join forces with the State and federal governments to attract more investment and to achieve greater progress. The San Joaquin Valley can—and should—become synonymous with the "best" globally—"world-class" in every dimension. **Working together, the San Joaquin Valley will achieve its potential as "California's 21st Century Opportunity."**

II. Introduction

Governor's Executive Order

Governor Arnold Schwarzenegger established the California Partnership for the San Joaquin Valley through Executive Order S-5-05 signed on June 24, 2005 in Fresno. The San Joaquin Valley region includes eight counties—Kern, Tulare, Kings, Fresno, Madera, Merced, Stanislaus and San Joaquin Counties—with sixty-two cities and a total population of more than 3.4 million residents. The San Joaquin Valley has a long history of contributions to the success and magic of California, but it also is a region facing many challenges. And, while elected officials and civic leaders throughout the San Joaquin Valley have been working hard to improve their local communities, they also have requested assistance from the state and federal governments. Governor Schwarzenegger responded by directing his Cabinet to join forces with the leaders and residents of the San Joaquin Valley in an unprecedented effort to achieve the brightest future possible for the region. As the Governor stated in the Executive Order, "The strength of California is tied to the economic success of the San Joaquin Valley." Thus, the California Partnership for the San Joaquin Valley (Partnership) accepted the Governor's charge with the inspired perspective that *the San Joaquin Valley is California's 21st Century Opportunity.*

The Board of the Partnership is comprised of twenty-six members appointed by the Governor—eight Cabinet Secretaries, eight locally-elected officials, eight civic leaders, and two Deputy Chairs (one elected official and one civic leader)—plus five liaisons to key policy bodies (Federal Interagency Task Force on the San Joaquin Valley, California Transportation Commission, California Air Resources Board, California Workforce Investment Board, and the Economic Strategy Panel). The Governor designated the Secretary of the Business, Transportation and Housing Agency as Chair of the Partnership and directed preparation and submission of a Strategic Action Proposal for long-term well-being and economic prosperity in the San Joaquin Valley.

> As a native of the San Joaquin Valley, I know the promise and potential of this region. The Governor's leadership in establishing the Partnership has focused unprecedented attention that is mobilizing the essential civic leadership to make a difference in the future.
>
> Sunne Wright McPeak
> Secretary, Business, Transportation and Housing Agency
> Chair, California Partnership for the San Joaquin Valley

Focused Work Plan and Widespread Public Engagement

The Partnership Board members were appointed in September 2005 and the first Board Meeting was held September 16th in Stockton at the University of the Pacific. At the first meeting, the Board adopted a Work Plan (including Principles and Ground Rules) and established ten Work Groups (along with Scopes of Work based on Overview Reports) to focus on: Economic Development; Higher Education and Workforce Development; K-12 Education; Transportation; Land Use, Agriculture and Housing; Air Quality; Water; Energy; Health and Human Services; and Advanced Communications Services and Information Technology. The thrust of the Work Groups was to focus on action, not more study. The Partnership reviewed recent studies about the San Joaquin Valley and summarized their recommendations as a beginning point in order to move forward as expeditiously as possible. More than 500 people participated in the Work Groups which were convened by Board members and supported by pro bono professional staffing from the Great Valley Center and California State University, Fresno.

In the last year the Partnership Board met ten times in publicly-noticed meetings and conducted Public Forums and Roundtables with Local Elected Officials in each of the eight counties to obtain input on the preparation of the Strategic Action Proposal. All San Joaquin Valley State Legislators and Members of Congress were invited to kick-off the Public Forums. More than 1,000 people participated in the Public Forums. These gatherings were held at such diverse locations as: University of California, Merced (UC Merced); Tulare County Convention Center; Hanford City Offices; Fresno Convention Center; Merced

County Administration Center; Madera Children's Hospital; California State University, Stanislaus; Hutchins Street Square in Lodi; Madera Community College; Madera County Offices; California State University, Bakersfield; and California State University, Fresno. In addition, the Partnership Board met separately with the delegations of State and Federal elected representatives to ensure concurrence on the Strategic Action Plan. And, throughout the process, the Partnership benefited greatly by support from and collaboration with the Federal Interagency Task Force which was constituted in 2002 by federal Executive Order.

Positive Results To Date

The concentrated attention to the San Joaquin Valley by the Governor and the concerted efforts directed the Executive Order already have produced positive impacts, even before completion of the Strategic Action Proposal. It has energized public officials and existing civic organizations, reinforcing the value and power of regional collaboration to complement and leverage local efforts. To date the Partnership has resulted in several actions that benefit the San Joaquin Valley:

- The California Transportation Commission accelerated funding to begin construction of Highway 205 in San Joaquin County and construction of the Mission Avenue Interchange at Highway 99 (H 99) in Merced County to provide improved access to UC Merced.
- The Housing and Community Development Department awarded one of three new Enterprise Zones for Modesto and Stanislaus County.
- The Department of Transportation (Caltrans) accelerated completion of the Business Plan (component of Master Plan) for improving H 99 (274 miles between Bakersfield and Stockton) which calls for $6 billion to be invested over the next decade. The Plan sets forth an economic development strategy for H 99 to continue as a "main street" of the San Joaquin Valley and as a backbone of the State's transportation system, as well as become a gateway for tourism in the San Joaquin Valley using state-of-the-art information technology at rest stops.

> The eight counties that make up the Partnership share similar opportunities and threats, but there has never been a vehicle to address the issues in a collaborative way. The Governor has provided that vehicle - now it's up to us and our elected delegation to capitalize on this opportunity.
>
> Fritz Grupe
> Deputy Chair
> Civic Leader, San Joaquin County

- The Governor and the Legislature earmarked $1 billion from the General Obligation Bonds submitted to the voters in November 2006 to jumpstart H 99 improvements.
- The Great Valley Center and Caltrans cooperated on an international competition to invite innovative proposals for design of "GreenStops" (environmentally-friendly, resource-conserving, high-tech rest stops). This will become a signature design signature feature for H 99 as the "main street" of the San Joaquin Valley.
- The eight counties and their Councils of Government (COGs) joined forces to develop an integrated Regional Blueprint Plan and were awarded $2 million for the first year and will be eligible for similar funding in the second year.
- The Partnership facilitated agreement among the Economic Development Organizations and Workforce Investment Boards in the region to target key industry clusters to promote investment and develop workforce.
- The Partnership and the Hospital Council of Northern and Central California developed the Central Valley Nursing Education Consortium to increase the number of annual registered nurse graduates by at least 250 individuals beginning in 2008.
- The Partnership studied and endorsed the establishment of a Medical Education Program at UC Merced and the development of an innovative healthcare network through the San Joaquin Valley.
- The Department of Managed Health Care and Department of Insurance awarded $5 million to UC Merced for the development of a Medical Education Program (from a fund established as a condition of a merger among two companies).
- AT&T donated $600,000 to partner with the Great Valley Center to connect and train residents of Pixley in Tulare County as a pilot for deployment of high-speed information technology in the San Joaquin Valley.
- The Resources Agency and Department of State Parks completed an assessment of needs, undertook an extensive outreach effort, and announced plans to significantly enhance, recreate, and celebrate the region's natural and cultural heritage through new State Parks in the San Joaquin Valley.

- The Governor and the Labor and Workforce Development Agency have directed up to $1.5 million in additional funding to help train a skilled workforce, including: (a) up to $1 million in Governor's discretionary funds to support a collaborative partnership to address workforce needs for a targeted industry sector or a prevalent workforce-related problem; and (b) $500,000 from Workforce Investment Act discretionary funds to begin implementation of the proposal developed by the Partnership (for submission to the U.S. Department of Labor WIRED grant program) to advance collaboration among workforce development, economic development, education and employer stakeholders.
- The San Joaquin Valley Air Pollution Control District has agreed to fund the design phase of the San Joaquin Valley Regional Clean Energy Office as recommended by the Partnership to facilitate air quality improvement by reducing pollution related to energy production and use.
- The Governor and Legislature approved $5 million in the State Budget for Fiscal Year 2006-2007 to jumpstart implementation of the Strategic Action Proposal—a significant commitment to continuing to work together for the future of the San Joaquin Valley.

The above progress is the result of focused and strategic public-private cooperation by both civic leaders and public officials at all levels of government. It is solid evidence of the value of mobilizing purposeful leadership in a public-private partnership to improve the future of the San Joaquin Valley. It argues for a sustained effort to ensure that the San Joaquin Valley achieves its full potential as California's 21st Century Opportunity.

21st Century Opportunity

Although a region facing many challenges, the San Joaquin Valley has a wealth of strengths on which to build a very bright future. With focused attention and dedicated leadership, the San Joaquin Valley can not only improve the future for all residents, it can—and should—become synonymous with the "best" globally—"world-class" in every dimension. The San Joaquin Valley must lead California on sustainable growth—its civic leaders must be aggressive on economic development, fierce stewards of the environment, and ardent advocates for people. That vision for the future is entirely possible and will be achieved through implementation of this Strategic Action Plan. And, doing so will benefit all of California because *the San Joaquin Valley is California's 21st Century Opportunity.*

> The California Partnership for the San Joaquin Valley is important because of the unique opportunity it provides as a vehicle for future forward advancement and quality of life, now and for generations to come.
>
> Connie Conway
> Deputy Chair
> Supervisor, Tulare County

Strategic Action Proposal

The following Strategic Action Proposal was prepared pursuant to the Governor's Executive Order and was developed based on recommendations from the Work Groups, input from the Public Forums and Local Elected Officials Roundtables, and consultation with State Legislative and Congressional representatives from the San Joaquin Valley.

The Strategic Action Proposal sets forth overall strategies and specific actions with accompanying metrics and indicators to measure progress. It builds on the existing strengths of the San Joaquin Valley and addresses the current challenges to minimize weaknesses. It recognizes the Valley's heritage of agriculture as the foundation for economic development—as the roots to grow the future—and forges new frontiers for prosperity. It embraces and enhances the assets that define and unify the region—such as the San Joaquin River and Highway 99—as leading strategies to attract investment. It calls for a sustained public-private partnership over the next decade to mobilize the essential government and civic leadership to achieve measurable results. It proposes that the initial organizational structure for implementation (for up to the next two years) be established through a new Governor's Executive Order and that State legislation then be enacted to ensure commitment and continuity for the full decade.

The Appendices contain copies of the Partnership documents and work products referenced above, including the Executive Order, Minutes of Board Meetings, Principles and Ground Rules, Socio-Economic Data about the Region and Individual Counties, Overview Reports and adopted Scopes of Work for the Work Groups, and the complete Work Group Reports.

This Strategic Action Proposal provides the framework for action and foundation for future investment to improve the economic prosperity and quality of life for the San Joaquin Valley.

III. Overview and Background

The San Joaquin Valley Today – The Challenge

The San Joaquin Valley, from Stockton to Bakersfield, is well known as an agricultural powerhouse, with $20 billion in agricultural value earned annually in the eight-county region. The Valley is one of few places on the face of the earth that combine the climate, soil and water that enable hundreds of different crops to grow profitably. Seven of the nation's top ten agricultural counties are located in this fertile valley, making the vitality of this industry a state and national priority.

The San Joaquin Valley is also a gateway to three world-class national parks and the home to important natural resources—oil and natural gas fields, vast wetlands, and unique plant and animal communities—all bordered by a system of rivers that drain the Sierra and join the San Joaquin River as it flows through the region and connects to the Bay Delta Estuary. Living within the unique agricultural and natural resources of the region are more than 3.4 million people, who live in 62 cities: large and small, rich and not so rich, old and new—each providing a unique quality of life and authentic attractiveness for its residents.

The region is undergoing rapid transformation as the population continues to grow, and the demographics of the region change. Once a largely rural area, the eight counties of the Valley, linked by Highway 99, are now home to large metropolitan areas (Stockton, Fresno and Bakersfield) and growing cities and towns of every size. Population growth is driven primarily by migration. Almost 60 percent of the San Joaquin Valley's growth since 2000 has been due to migration, with the remainder attributable to natural increase (the excess of births over deaths). There are important distinctions between the Northern San Joaquin Valley and the Southern San Joaquin Valley. In the north, migration accounts for almost two-thirds of the growth. A majority of those migrants (70 percent) are from other parts of the United States and California, mostly the Bay Area, and the remainder are international migrants. In the south, natural increase accounts for almost half of the growth, and international migration is about equal in size to domestic migration. Most of the international migrants are from Mexico, are young, and tend to have more children than other residents.

> Governor Schwarzenegger's Executive Order creating this Partnership is an historic action. The resulting report is nothing less than a Marshall Plan for the reconstruction of a central valley left behind for nearly 30 years. Its successful implementation is not only critically important for the San Joaquin Valley but will have a major impact on the future health of our entire State.
>
> Alan Autry
> Mayor
> City of Fresno

Although the San Joaquin Valley is recognized worldwide as an agricultural leader and is one of the fastest growing regions in the nation, it is also one of the most challenged.

The San Joaquin Valley currently under-performs the rest of the California:

- Average per capita incomes are 32.2% lower.
- College attendance is consistently 50% below the average.
- Violent crime is 24% higher.
- Access to healthcare is 31% lower (based on the number of primary care physicians serving the population).
- Air quality is among the worst in the nation.

Historically, the Valley has been overshadowed by other regions as the defining emblems of California, and therefore overlooked by State and federal policy makers. While many of the cities and towns of the region are evolving with new subdivisions and shopping centers, there is another side to Valley life, defined by poverty, environmental degradation, and social separation. Only in the last decade, as the population has grown, and performance comparisons have been made on a regional basis, has the San Joaquin Valley, and its significant under-performance, been acknowledged and addressed.

Further, in spite of the current under-performance in the San Joaquin Valley, people from other parts of the state, the nation, and around the world continue to arrive to find

opportunity, housing and a chance for a better life. The region's growth demands attention—infrastructure, schools, transportation, quality environment—that have to be provided for an increasing population. The region offers great hope and promise for the future, with much of the state's projected population growth likely to occur in the Valley.

Changes in the San Joaquin Valley will affect and be affected by the rest of California and the world. It is critical that the State and federal governments accord it the attention it deserves.

If the promise of the eight-county region is to be achieved, then the first order of business must be to reduce the existing disparity between the San Joaquin Valley and the rest of the state, increase the capacity of the region to address its own shortcomings, and strengthen the performance upon which future prosperity can be built.

The California Partnership for the San Joaquin Valley has set about to address the challenges of the region, to craft innovative approaches to tackle economic, environmental, and social issues, and to position the region to achieve the greatness to which it aspires.

> The Governor's San Joaquin Valley Partnership has proven to be one of the most effective regional collaborations, where the eight counties making up the San Joaquin Valley have determined for themselves the most effective way to maximize their assets, jointly address common problems and pave a path for the future to make the San Joaquin Valley the place of opportunity in the 21st century.
>
> Victoria Bradshaw
> Secretary
> Labor and Workforce
> Development Agency

The Promise of the San Joaquin Valley

San Francisco came onto the world stage in the 19th century with the discovery of gold in California, and Los Angeles, with Klieg lights and the Hollywood hillside sign, became the 20th Century icon.

The San Joaquin Valley is California's 21st Century opportunity.

Building new cities and schools, roads and factories, airports and parks, the Valley offers the opportunity to create a new model—to purposefully not re-create what has been done before, but to do it differently. There exists a unique opportunity to provide a world-class region with a diversified economy, a healthy environment, and a high quality of life for all.

The future of the San Joaquin Valley is an opportunity to build on the region's strengths in order to pioneer a frontier of innovation:

- An opportunity to develop cutting-edge, state-of-the-art, renewable energy systems to support communities and industries on every level.
- An opportunity to provide mobility for people and commerce in new ways.
- An opportunity to craft a new model for development that co-exists with sustainable agriculture and a healthy environment that includes clean air and plentiful, clean water.
- An opportunity to build a world-class economy that engages a diverse population to connect to the global marketplace.
- An opportunity to tap the talent and creativity of its people to foster vibrant communities and exciting cultural activities.

Realizing the promise of this vast area and capturing its benefits requires a focused and coordinated effort. The region must address the under-performance that currently exists and reverse the existing economic, environmental and social challenges related to educational achievement, economic performance and health, including air quality.

Recognizing both the enormous potential of this great region and the current challenges that limit its accomplishment, Governor Schwarzenegger formed the California Partnership for the San Joaquin Valley in June of 2005. Its purpose is to focus resources, attention and energy to ensure that the eight county area coordinates and leverages its own resources while creating new ones, and undertakes the actions that will reverse the current deficits of the region. The goal of this unprecedented effort is to unite the region and create new assets to ensure a successful future for the San Joaquin Valley and for all of California.

Vision for the San Joaquin Valley

Recognizing that the San Joaquin Valley is California's 21st Century Opportunity, the Partnership enthusiastically embraces this vision:

The San Joaquin Valley will be a cohesive region composed of unique communities and a diverse population that is supported by a vibrant economy built on competitive strengths and sufficient resources to provide a high quality of life for all residents now and in the future. This vision can best be achieved through public-private collaboration integrating actions and investments into a coherent strategy that commits immediate and sustained leadership to accomplishing specific objectives that moves towards accomplishing long-term goals.

This vision will be achieved through coordinated actions to achieve a Prosperous Economy, Quality Environment, and Social Equity—the "3Es" of sustainable growth:

- *Implement creative and collaborative solutions to region-wide infrastructure challenges, focus on the*

growth of target industries with comparative advantages, and promote the region as a business and tourist destination. (Economic Development)

- *Expand higher education opportunities and develop the workforce preparation infrastructure to support sustained, long-term economic vitality.* (Higher Education and Workforce Development)
- *Implement policies and programs through public-private partnerships to ensure equal access to educational opportunities and resources for all children that will improve academic performance.* (K-12 Education)
- *Build innovative transportation systems to increase travel choices and improve mobility, regional and state goods movement, air quality, and economic prosperity.* (Transportation)
- *Support and promote regional consensus on future land use through the San Joaquin Valley Regional Blueprint Plan process that identifies appropriate areas for growth and economic development, contributing to the conservation of important agricultural land and natural resources and advancing the sustainability of the region.* (Land Use, Agriculture and Housing)
- *Enable residents to enjoy healthy air by removing the adverse impacts of poor air quality and improving the quality of life.* (Air Quality)
- *Ensure a reliable, adequate quality water supply to sustain a high quality of life and a world-class agricultural sector, while protecting and enhancing the environment.* (Water Quality, Supply and Reliability)
- *Promote energy use efficiencies and adoption of clean, renewable energy technologies to ensure a reliable supply, grow the economy, and improve air quality.* (Energy)
- *Achieve improved health status and well being by promoting healthy lifestyles, nurturing safe communities, providing timely access to necessary health care and social services, and embracing the cultural diversity of the region.* (Health and Human Services)
- *Facilitate the deployment and utilization of advanced communications services and information technology throughout the region.* (Advanced Communications Services and Information Technology)

> The California Partnership for the San Joaquin Valley created a venue that allowed the state and the eight counties to identify common problems and challenges, assess future needs, and together, begin to build solutions.
>
> Jeff Grover
> Supervisor
> Stanislaus County

A Plan of Action – Public Accountability for Accomplishment

The above vision will be achieved and the actions will be accomplished through implementation of this Strategic Action Proposal which sets forth overall strategies, goals, objectives and specific actions with accompanying metrics and indicators to measure progress. This Strategic Action Proposal also recommends an organizational structure to lead and oversee implementation.

In order to most easily measure progress and report to the public, the Partnership Board identified key primary indicators of well-being for Valley residents which will be tracked and reported to policy makers and the public in an Annual Progress Report. The following shows the implied goal in the indicator:

- ⬆ **Per Capita Income**
- ⬆ **Median Household Income**
- ⬇ **Unemployment**
- ⬇ **Percent Families Below Poverty Line**
- ⬆ **High School Graduation Rates**
- ⬆ **College Graduation Rates**
- ⬇ **Number of Days with 8-Hour Ozone Exceedances**
- ⬆ **Land Use Efficiency (Population / Acre Incorporated Land)**
- ➡ **Acres in Agriculture Production**
- ⬆ **Transportation Mobility**
- ⬆ **Housing Affordability**
- ⬇ **Per Capita Energy Use**
- ⬇ **Per Capita Residential Water Consumption**
- ⬆ **Access to Primary Care Physicians and Allied Health Professionals**
- ⬇ **Asthma Rates**
- ⬇ **Violent Crime Rates**

These metrics and indicators are not meant to be exhaustive. They serve as surrogates for much more complicated data that measure quality of life in several aspects. The Work Group detailed recommendations articulate additional metrics and indicators for the specific policy focus. However, annually tracking and reporting the status of these indicators will provide public accountability and essential feedback to the Partnership to adjust course if necessary to achieve the vision.

High-Level Indicators with Graphics

The following set of graphs display the current San Joaquin Valley performance (with baseline trends from 2000), as well as the goals for improvement over the next ten years. The graphs also display comparative data for California and other regions where relevant. This format will make it easy for policy makers and the public to see "at-a-glance" the state of the region.

The following graphs report on these indicators:

- ❑ Average Unemployment Rate
- ❑ Average Per Capita Income
- ❑ Median Household Income
- ❑ Three Year High School Graduation Rates
- ❑ Percentage of Population Obtaining Bachelor's Degree or Beyond
- ❑ Number of Days that Exceed 8-Hour State Standards for Ozone levels
- ❑ Per Capita Residential Water Consumption
- ❑ Number of Primary Care Physicians
- ❑ Percentage of Population Reporting Asthma
- ❑ San Joaquin Valley Acres in Agricultural Production
- ❑ People per Urbanized Acre
- ❑ Violent Crime Rates
- ❑ Transportation Mobility – Percentage of System by Level of Service (LOS)
- ❑ Transportation Safety – Rates of Injury and Fatal Accidents

Notes:

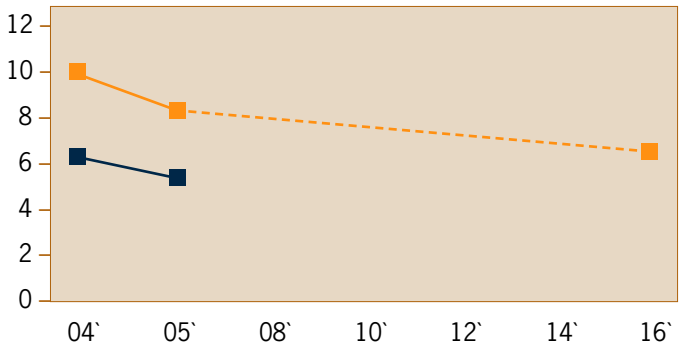
When the goal is for the San Joaquin Valley to achieve statewide averages, it is important to keep in mind that future state levels are unknown at the present time. In those cases, it should be assumed that the San Joaquin Valley performance should reach the state levels as they will exist in the future.

Further, the goal indicators may not be achieved because of external factors outside the control of leaders in the San Joaquin Valley or the State of California. The quantified goal indicators are intended to provide focus and discipline to the Partnership implementation of the Strategic Action Plan and should not be the only metric for evaluating progress.

Economic Indicators

Average Unemployment Rate (%)

Goal: Achieve or Improve Upon State Rate by 2016

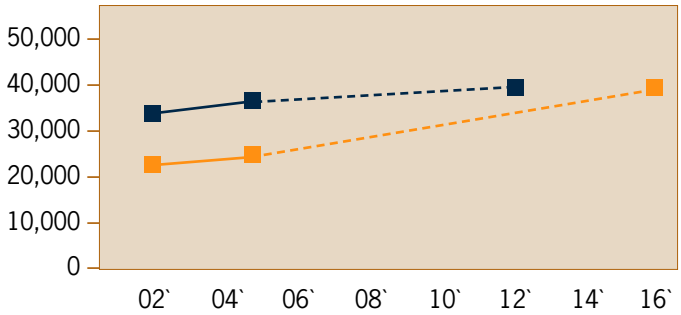


Source: California Employment Development Department

■ = San Joaquin Valley
■ = California

Average Per Capita Income ($)

Goal: Meet or Exceed State Average by 2016

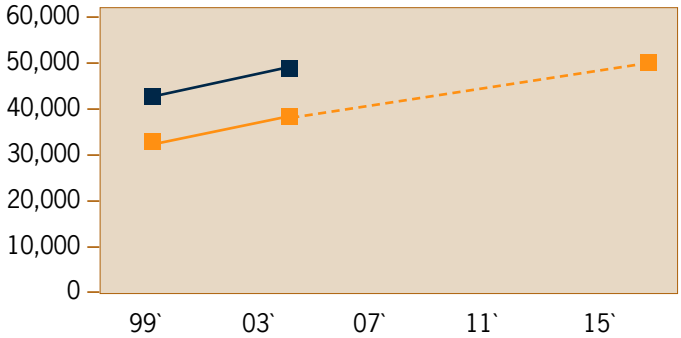


Source: California Employment Development Department & Center for the Continuing Study of the California Economy

■ = San Joaquin Valley
■ = California

Median Household Income ($)

Goal: Meet or Exceed State Average by 2016



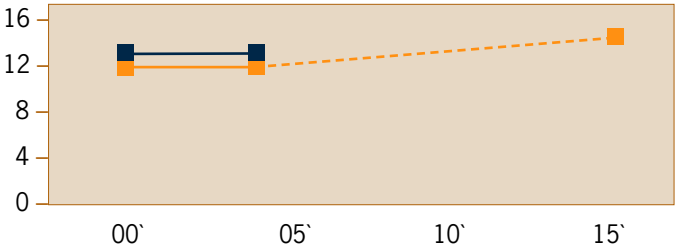
Source: United States Census Bureau

■ = San Joaquin Valley
■ = California

Education Indicators

Average Educational Attainment (Years of Schooling)

Goal: Achieve or Improve Upon State Average by 2016

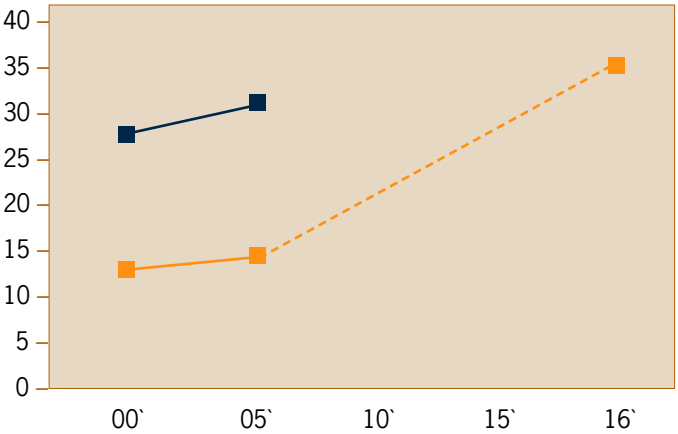


Source: United States Census Bureau

= San Joaquin Valley
= California

Percentage of Population Obtaining Bachelor's Degree or Beyond

Goal: Increase College Graduation Rate by 20% by 2016



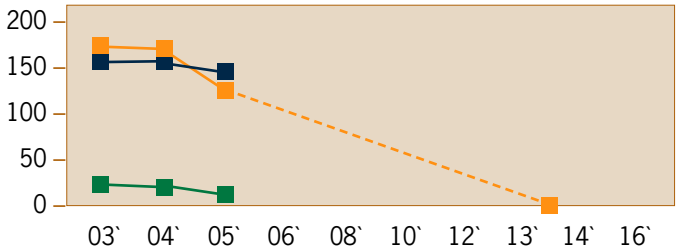
Source: United States Census Bureau

= San Joaquin Valley
= California

Environment and Natural Resources Indicators

Number of Days Per Year That Exceed 8–Hour State Standards for Ozone Levels

Goal: Achieve EPA Ozone Standards by 2013



Source: California Air Resources Board

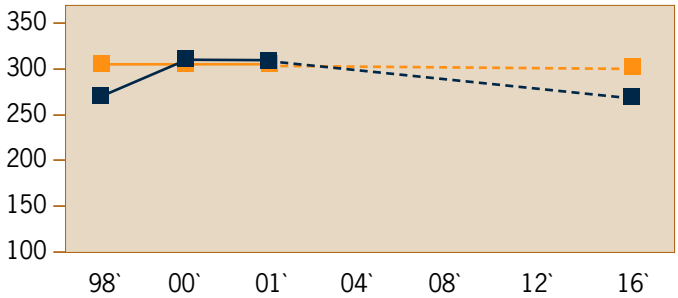
= San Joaquin Valley Air Basin

= South Coast Air Basin (L.A., Orange, San Bernardino, and Riverside counties)

= San Francisco Bay Area Air Basin (Alameda, Contra Costa, Marin, San Francisco)

Per Capita Urban Water Consumption (Gallons Per Day)

Goal: Reduce Consumption by 10% by 2016



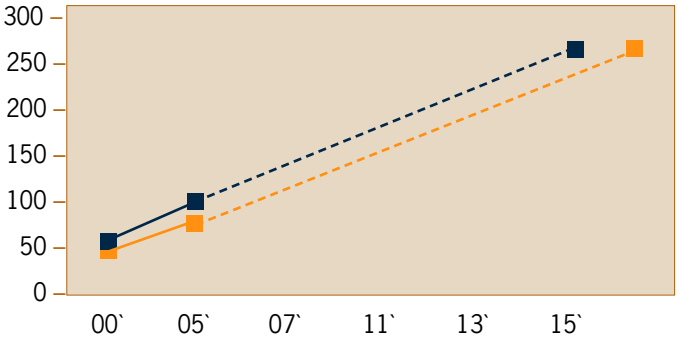
Source: California Department of Water Resources

= San Joaquin River Hydrologic Region
= Tulare Lake Hydrologic Region

Health Indicators

Number of Primary Care Physicians Per 100,000 People

Goal: Meet or Exceed State Average by 2016

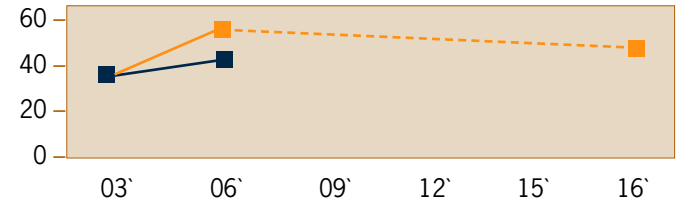


Source: The Central Valley Health Policy Institute, CSU Fresno & Center for Health Workforce Studies

= San Joaquin Valley
= California

Percentage of Population Reporting Asthma

Goal: Achieve or Improve Upon State Average by 2016



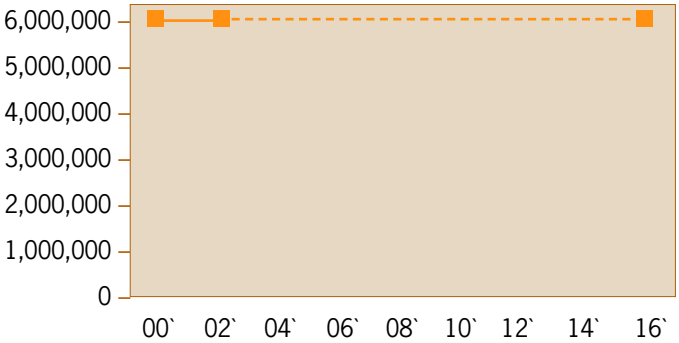
Source: Public Policy Institute of California

= San Joaquin Valley
= California

Land Use Indicators

San Joaquin Valley Acres in Agricultural Production

Goal: Maintain Current Levels

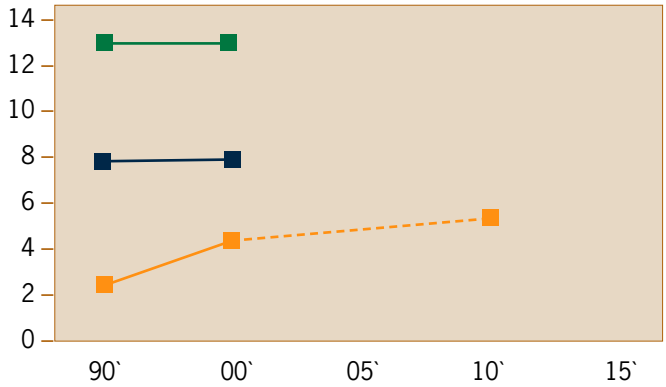


Source: California Department of Conservation Farmland Mapping and Monitoring Program

= Important Farmland (includes prime farmland, farmland of statewide importance, unique farmland and farmland of local importance)

People Per Urbanized Acre

Goal: Increase Density by 15% in 75% of Communities by 2010



Source: American Farmland Trust

= San Joaquin Valley Air Basin

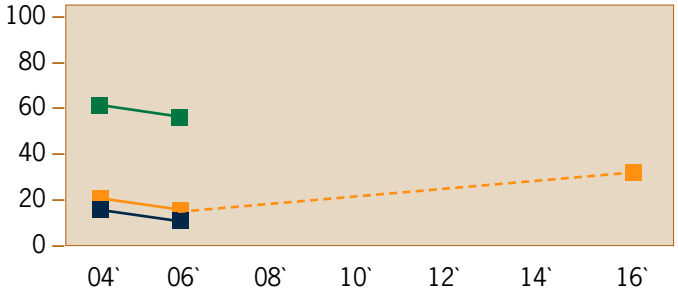
= Bay Area (Alameda, Contra Costa, Marin, San Francisco, Santa Clara and Sonoma counties)

= Southern California (Imperial, L.A., Riverside, Orange, San Bernardino and San Diego counties)

Housing Indicators

Housing Affordability Index: % of Households Able to Afford a Median-Priced Detached Home

Goal: Meet or exceed national average by 2016



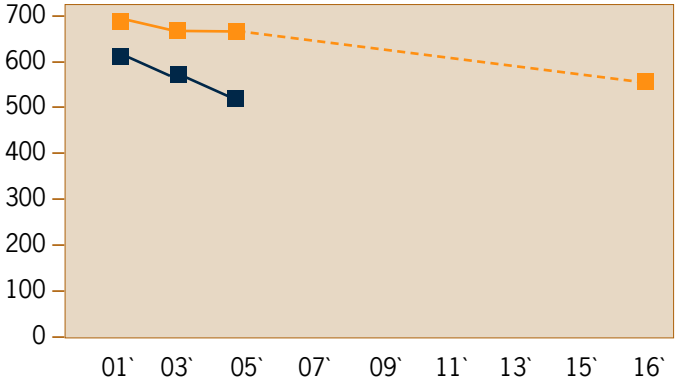
Source: California Office of the Attorney General

= San Joaquin Valley
= California
= United States

Crime Indicators

Violent Crimes Per 100,00 People

Goal: Achieve or improve upon State rate by 2016



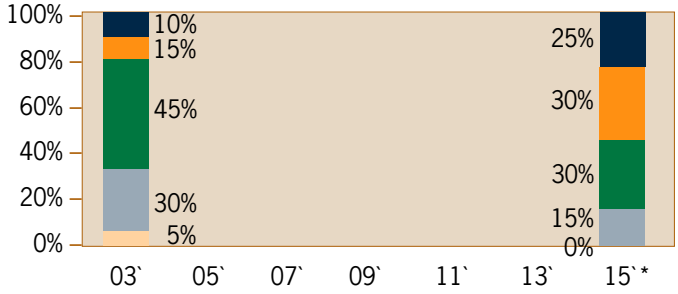
Source: California Office of the Attorney General

= San Joaquin Valley
= California

Transportation Indicators

San Joaquin Valley Percentage of System by Level of Service (Routes 99, I-5, 205, 580)

Level of Service=Operating Conditions a Typical Driver Will Experience on a Typical Day
A=Best Traffic Flow, F=Worst Congestion

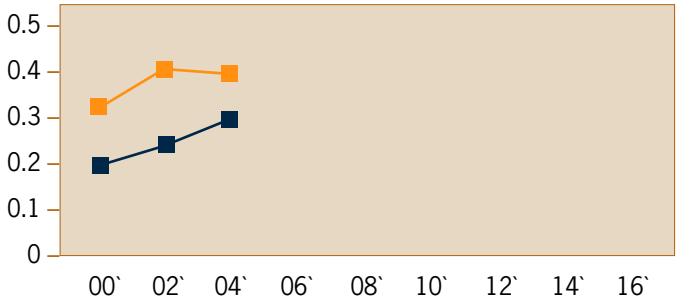


Source: California Department of Transportation

*Projection if no change made to current facility

= A–B **= C** **= D** **= E** **= F**

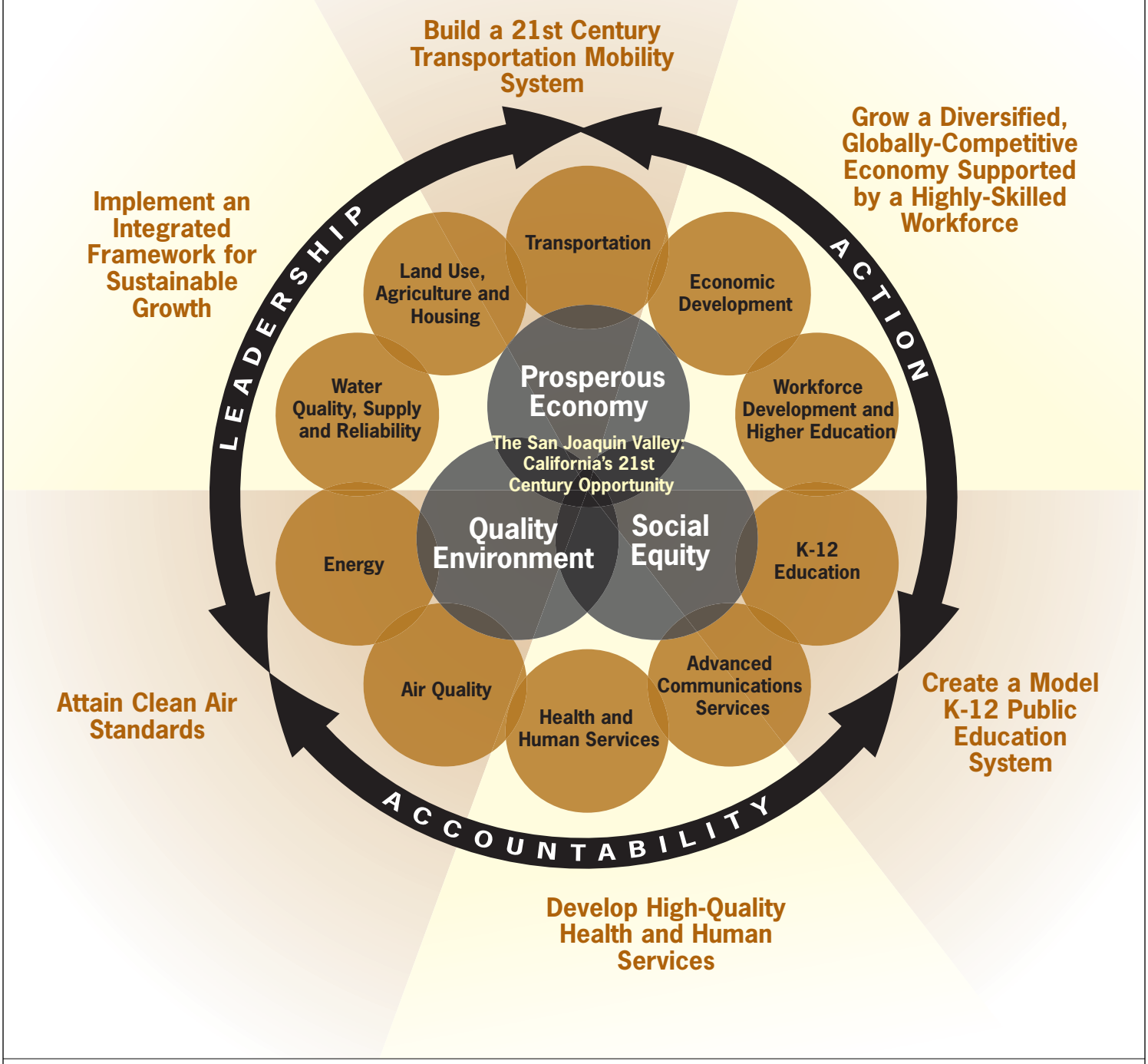
San Joaquin Valley Collisions Per Million Vehicle Miles Traveled (Routes 99, I-5, 205, 580)



Source: California Air Resources Board

= Expressway
= Freeway

California Partnership for the San Joaquin Valley



The overall goal of the California Partnership for the San Joaquin Valley to achieve a Prosperous Economy, Quality Environment, and Social Equity will be accomplished by the integration into 6 Major Initiatives of the Strategic Actions recommended by the 10 Work Groups.

The Partnership brings together public and private Leadership to drive Action with public Accountability for outcomes to realize the vision of the San Joaquin Valley as California's 21st Century Opportunity.

Section IV. Summary of Principal Recommendations

Achieve a Prosperous Economy, Quality Environment, and Social Equity

The overall goal for the future of San Joaquin Valley can be summarized as the quest for a Prosperous Economy, Quality Environment, and Social Equity—often called the "3 Es" of sustainable growth and quality communities. The 3Es approach also recognizes and embraces the inter-dependence and inter-relationships among the quests—economic prosperity is enhanced by improving environmental quality and both must be pursued strategically so that people across all income and ethnic demographic groups benefit, referred to as the "social equity" dimension.

To the Partnership, social equity means fair treatment and meaningful involvement of all races, cultures and income levels from early stages of planning and investment decision-making. And, it embraces the concept of environmental justice as articulated in the federal executive order which promotes policies and strategies to enhance the participation of low-income and minority communities in public policy promulgation and decision-making to ensure that adverse impacts of public investments do not unfairly burden a group or community. The commitment of the Partnership is to strive to reflect the public interest and community values in all the recommendations contained in the Strategic Action Proposal.

The attached Summary of Major Recommendations and Strategic Actions integrates the detailed recommendations from the ten Work Groups into six major initiatives the promote the 3Es with associated indicators that will be tracked annually to measure progress:

> The California Partnership for the San Joaquin Valley is important because the resulting Strategic Action Proposal with prioritized action items will provide a blueprint for meeting the challenges of the 21st Century.
>
> Mike Chrisman
> Secretary
> California Resources Agency

1. **Grow a Diversified, Globally-Competitive Economy Supported by a Highly-Skilled Workforce**
2. **Create a Model K-12 Public Education System**
3. **Implement an Integrated Framework for Sustainable Growth**
4. **Build a 21st Century Transportation Mobility System**
5. **Attain Clean Air Standards**
6. **Develop High-Quality Health and Human Services**

The major initiatives build on the existing strengths of the San Joaquin Valley and address the current challenges to minimize weaknesses. They recognizes the Valley's heritage of agriculture as the foundation for economic development—as the roots to grow the future—and forge new frontiers for prosperity by identifying five key industry clusters to target for economic development and workforce preparation. The major initiatives also embrace and enhance the assets that define and unify the region—such as the San Joaquin River and Highway 99—as leading strategies to attract investment. The next section sets forth the detailed recommendations from each Work Group. Complete Work Group Reports are in the Appendix.

Establish a 10-Year Implementation Structure

Implementation of these major initiatives to accomplish the implied outcomes will require focused, sustained effort for a sufficient period of time to achieve the desired change in the indicators. A public-private partnership should be established to lead a focused effort over the next decade to mobilize the essential government and civic leadership to achieve measurable results. It is recommended that the initial organizational structure for implementation (for up to the next two years) be established through a new Governor's Executive Order and that State legislation then be enacted to ensure commitment and continuity for the full decade (see Section VI on Recommended Organizational Structure for Implementation).

Summary of Major Recommendations and Strategic Actions

Recommendation

1. Grow a Diversified, Globally-Competitive Economy Supported by a Highly-Skilled Workforce

Strategic Actions

- Align region-wide economic development efforts in support of target industry clusters:
  (1) Agribusiness, including Food Processing, Agricultural Technology, and Biotechnology;
  (2) Manufacturing;
  (3) Supply Chain Management and Logistics;
  (4) Health and Medical Care; and
  (5) Renewable Energy.
- Identify and implement strategies and mechanisms for investments in infrastructure and incentives that support the economic vitality of the region.
- Create a dynamic, entrepreneur-producing economic climate.
- Accelerate the deployment and adoption of renewable and clean energy, including biofuels.
- Develop a coordinated, integrated program to promote tourism linked to rest stops, state parks and other destinations.
- Create a demand-driven workforce system including high quality vocational training and academic education that supports target clusters.
- Expedite access to and use of advanced communication services (ACS) and information technology in all communities.

Indicators

- ⬆ Per Capita and Median Household Income
- ⬇ Unemployment
- ⬇ Percent Families Below Poverty Line
- ⬆ Agricultural Production and Crop Value
- ⬆ Job Growth in Target Industries
- ⬆ New Business Start-Ups
- ⬆ Venture Capital Investments
- ⬆ Issuance and Licensing of Patents
- ⬆ Tourism Spending
- ⬆ Enrollment In and Completion of Training/Education Beyond High School
- ⬆ College Graduation Rates
- ⬆ Education Attainment
- ⬆ Access To and Use of ACS

Recommendation

2. Create a Model K-12 Public Education System

Strategic Actions

- Implement an alternative accountability model for low performing schools and school districts.
- Implement a program to ensure all children are able to read at or above grade levels, with a focus on proficiency by third grade.
- Implement a target intervention program for low performing schools.
- Increase the number and benefit of community and family resource centers.
- Implement an executive leadership academy for educators.
- Achieve funding equalization between state averages and County Offices of Education and School Districts.
- Implement a computer literacy initiative for K-12 students aligned with community college curriculum
- Develop a college-going culture.
- Implement programs to reduce substance abuse, including voluntary drug testing.
- Promote quality school choice within the public school system.

Indicators

- ⬆ Reading Proficiency At or Above Grade Levels
- ⬆ Computer Literacy Rates
- ⬆ High School Graduation Rates
- ⬇ High School Drop Out Rates
- ⬆ College Bound Rate
- ⬆ School-to-Career Preparedness
- ⬇ Juvenile Drug- and Alcohol-Related Arrests
- ⬇ Number of Low-Performing Schools

Recommendation

3. Implement an Integrated Framework for Sustainable Growth

Strategic Actions

- Create a strategy for growth and conservation to 2050 through the Regional Blueprint Planning process.
- Encourage and support adoption of local General Plans consistent with Regional Blueprint Plan.
- Establish and implement conservation plans for important agriculture lands and significant resources and parks.
- Develop a long-range plan enhancing the vitality and sustainability of agriculture.
- Plan for and build housing to meet the needs of the region's population.
- Establish and implement an energy plan to optimize efficiencies and use of renewables for all sectors.
- Support the development and implementation of a balanced, comprehensive, integrated regional water plan and basin plans that optimize management and other efficiencies.
- Expand surface storage and conjunctive use programs.
- Enhance surface and groundwater quality to meet beneficial uses.
- Strengthen flood control and levee protection.
- Implement resource restoration projects for wetlands and rivers, with special attention to the San Joaquin River as a defining and unifying natural heritage for the region.

Indicators

⬆ Land Use Efficiency

➡ Acres in Agricultural Production

⬆ Open Space and Access to Public Land

⬆ State Parks

⬆ Housing Affordability

⬆ Water Supply Reliability, Quality, and Efficiency

⬆ Flood Protection

⬇ Per Capita and Median Household Energy Use

⬆ Percentage of Energy from Solar and Other Renewable Sources

⬆ Environmental Restoration

Recommendation

4. Build a 21st Century Transportation Mobility System

Strategic Actions

- Implement the 99 Corridor Master Plan, including the Business Plan and Enhancement Plan elements, as a foundational strategy for economic development in the region.
- Implement transportation projects that support the regional land use strategy and improve mobility including east-west corridors and other projects of regional significance.
- Implement a plan to facilitate goods movement in the region.
- Develop a sustainable multi-modal system.
- Develop model roadside rest areas using the GreenStop© prototype.
- Develop a plan for airport facilities and services.
- Assure that any state high-speed rail system, if implemented, meets the needs of the region and helps achieve economic development goals.

Indicators

⬆ Through-Put and Velocity

⬆ Roadway Conditions

⬇ Vehicle Hours of Delay

⬆ Transit Availability

⬆ Goods Movement Productivity

⬆ Safety

⬆ Roadway Enhancements

Recommendation

5. Attain Clean Air Standards

Strategic Actions

- Implement a comprehensive strategic plan to achieve air quality compliance by 2013 or as soon as feasible.
- Eliminate institutional constraints to air quality improvement.
- Encourage EPA adoption of tighter federal emission control standards.
- Expand or create new incentive mechanisms to accelerate technology adoption.
- Facilitate the development and use of clean energy.
- Improve efficiency of goods and people movement.
- Encourage green development in the public and private sectors.
- Accelerate research of critical emissions.
- Improve public education.

Indicators

- ⬇ Ozone Precursors
- ⬇ Particulate Matter
- ⬆ Use of Clean Energy
- ⬆ Use of Clean Fuels
- ⬇ Attributable Mortality Rates
- ⬇ Asthma Rates
- ⬇ Number of Days with 8-Hour Ozone Exceedances

Recommendation

6. Develop High-Quality Health and Human Services

Strategic Actions

- Improve workforce development and retention by providing incentives for difficult-to-recruit health and medical professionals.
- Establish a Central Valley Nursing Education Consortium.
- Establish a School of Medical Education at UC Merced connected to a network of health and medical facilities throughout the region.
- Develop mechanisms for counties to share technical and professional resources related to communicable disease case management.
- Support regional disease prevention and health promotion services.
- Develop and implement a regional plan to address the needs of the uninsured.
- Support and expand pro-active foster care prevention services.
- Develop and implement a pilot program for relative placement services.
- Develop and implement a methamphetamine law enforcement and prevention campaign.
- Support the development of outpatient and resident substance abuse treatment facilities.
- Facilitate the use of e-health tools and telemedicine technology to improve access to state-of-the-art healthcare and medical services.

Indicators

- ⬆ Access to Primary Care Physicians and Allied Health Professionals
- ⬆ Primary Health and Wellness
- ⬇ Asthma Rates
- ⬇ Uninsured
- ⬇ Drug-Related Convictions
- ⬇ Caseloads for Children and Adults Requiring Welfare Services
- ⬆ Relative Placements for Foster Care
- ⬇ Foster Care Time to Permanence
- ⬇ Violent Crime

Section V. Work Group Recommendations

Attached are the compilation of the ten Work Group recommendations. For each Work Group there is an introduction summarizing:

- Challenge
- Scope of Work (adopted by the Partnership Board)
- Summary of Recommendations

The introduction is followed by a set of specific actions organized into a 10-year timeframe that delineate:

- Mission
- Indicators
- Goals
- Objectives
- Actions
  - —Immediate Actions (First Year)
  - —Short Term Actions (2-3 Years)
  - —Intermediate Actions (4-6 Years)
  - —Long Term Actions (7-10 Years)
- Responsible Implementer(s)

Improving the health and well-being of the residents of the San Joaquin Valley requires a coordinated and sustained effort among all levels of government, business, academia, and the broader community. The Partnership's comprehensive framework reflects the shared, multi-sectoral approach we must bring to support and enhance the health and well-being of the people of San Joaquin Valley.

Kimberly Belshé
Secretary
California Health and Human Services Agency

Through the California Partnership for the San Joaquin Valley, citizens and communities have engaged in an historic opportunity to set a course for the next generation to fulfill the great promise of the Valley. That promise, is the cornerstone for improving the quality of life of all Californians in the future.

Ricardo J. Soto
Office of the Secretary of Education

After the Strategic Action Proposal is adopted the Partnership Board will develop a detailed Work Plan to prioritize and organize implementation of the first-phase actions. The Partnership Board also will re-establish new committees and work groups to lead and oversee implementation.

The Annual Report will track progress on recommendations to ensure accountability to the public.

Complete Work Group Reports are part of the Appendix and available online: www.bth.ca.gov.

Work Group Recommendations

Economic Development

Challenge

The San Joaquin Valley has struggled with an under-performing economy for several decades, according to unemployment and income levels and many other measures of economic and social well-being. Factors contributing to the current economic conditions are numerous, complex and interdependent. In recent years, a host of studies have been published that provide a basic understanding of and baseline information on the economic development challenge in the Valley. The key findings from several of these major reports include:

- The San Joaquin Valley has been consistently plagued with high levels of unemployment for over twenty-five years, even during peak agricultural seasons.
- Job growth has been respectable in the San Joaquin Valley since 1990. However, unemployment levels have remained high, and per capita income remains the lowest in the state. Per capita income in every Metropolitan Statistical Area in the region is lower than Appalachia.
- Agriculture is arguably the most innovation-driven industry in the region—adopting and integrating technologies, developing new products, and adding increased value to products. However, agriculture cannot serve as a stand-alone driver of the regional economy.
- Improving the economic vitality of the San Joaquin Valley requires the development of outward-oriented sectors that compete on innovation and serve sophisticated markets.
- Recent growth of the San Joaquin Valley economy appears to be based on increased population and cost-driven growth. Such activity can provide a platform for future growth, but will not ultimately improve standards of living in the region.
- Shifting from "population" and "cost driven" growth to innovation-driven and valued-added growth will require investments in the "complete business climate."
- The San Joaquin Valley is made up of two distinct components: the rural parts of the region and the metropolitan areas in the region.

These findings provide the foundation for both the scope of work and recommendations.

Scope of Work

Innovation and Entrepreneurship Development

- Develop the region's "knowledge infrastructure" (network of specialized experts) to provide technical and business expertise for new firm formation.
- Create an Environmental Technology Investment Fund
- Identify opportunities to develop and launch incubators and research parks.
- Recognize the importance and relationship of transportation improvements and human capital (workforce development) for other economic development opportunities.
- Consider economic opportunities presented by region's arts and culture assets.
- Consider development of a regional marketing program.

Competitiveness of Target Industries

- Identify 3-5 target industries and related international trade opportunities.
- Identify emerging industries ad opportunities for economic development.
- Develop region-wide industry networks connected to target industries.
- Identify top opportunities/challenges and develop industry-driven action plans.
- Analyze economic opportunities related to neighbor regions.

Infrastructure and Incentive Programs

- Develop parameters of "best practices" infrastructure investment and incentive programs.
- Evaluate existing tools and programs offered by the state and federal governments relative to "best practices" and develop recommendations for the most efficient and effective use of public resources.
- Develop an action plan to modify, eliminate and/or create the infrastructure investment and incentive programs most needed in the region. Consider a region-wide "investment zone."

Renewable Energy

- Join forces with the Federal Interagency Task Force's "Clean Air/Clean Energy" work group.
- Conduct an audit of renewable energy programs and experts in the region to assemble a leadership team.
- Review the relevant March 2003 Great Valley Center publication and advance the recommendations in the report: (a) craft a regional strategy; (b) encourage market development; (c) streamline local planning and permit processes; (d) provide capital incentives; and (e) influence state policy.

Other Strategic Opportunities

- Develop a region-wide tourism strategy leveraging the work of the Central Valley Tourism Association, the California State Parks, the Great Valley Center, and individual tourism promotion efforts by each county.
- Using the Central California Economic Development Corporation as the base, develop a region-wide economic development organization responsible for marketing the region.

Summary of Recommendations

The recommended actions play to the economic strengths of the region and minimize the weaknesses, addressing specific factors identified in numerous studies that hinder capital investment and job generation. They lay the foundation for improving long-term growth by reinforcing and strengthening the underlying fundamentals of the regional economy. While recognizing and building upon the comparative advantage of agriculture, the actions also will result in economic diversification.

1. Facilitate investments in infrastructure and incentives that support the economic vitality of the region.
2. Align region-wide economic development efforts in support of target industry clusters.
3. Create a dynamic, entrepreneur-producing economic climate.
4. Accelerate the deployment and adoption of renewable and clean energy.
5. Promote the San Joaquin Valley as a tourist destination.

Economic Development

Mission

Implement creative and collaborative solutions to region-wide infrastructure challenges, focus on the growth of target industries with comparative advantages, and promote the region as a business and tourist destination.

Indicators: Increase in per capita income and median household income. Decrease in unemployment rate. Decrease in percentage of families below the poverty line. Increase in agricultural production and crop values. Increase in job growth in target industries. Increase in new business start-ups. Increase in success rate of new businesses that receive direct services. Increase in venture capital investments. Increase in issuance and licensing of patents. Increase in tourism spending.

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 1: Facilitate investments in infrastructure and incentives that support the economic vitality of the region.				
Objective A: Establish a regional financing authority for infrastructure, including water and sewer.				
Convene an ad hoc steering committee of stakeholders and experts to develop a policy paper and recommend action steps, including a timeline for developing a financing authority. Complete a policy paper that outlines the options for the financing authority. Coordinate with Funding and Financing Committee.	Distribute broadly the policy paper and conduct a series of workshops with key stakeholders in each sub-region. Reach consensus (by Year 3) on the best model for the financing authority and the path to implementation, including securing seed funding from individual jurisdictions and other stakeholders to establish the authority.	Engage professional staff. Complete the legal and technical requirements for establishing the financing authority. Establish financing authority.	Monitor progress and operations of the financing authority. Report results in Annual Progress Reports and at Annual Summits.	Partnership, Economic Development Corporations (EDCs), Central California Economic Development Corporation (CCEDC), State Infrastructure and Economic Development Bank (I-Bank), COGs, Local Governments
Objective B: Establish region-wide economic development incentives.				
Inventory and analyze existing and prospective economic incentives, including the concept of a region-wide incentive zone. Fully define the elements of a zone, including identification of specific incentives and funding sources. Engage major stakeholders and experts. Prepare report and recommended actions.	Distribute broadly the report to economic development, city, county, and business leaders and legislators. Work with the Valley State Legislators to refine and advance the recommendations. Seek legislative authorization and funding. Establish incentives or zone.	Develop and implement a comprehensive communications and marking plan to promote the availability incentives and/or zone. Monitor and evaluate results; amend program as appropriate to optimize impact. Report results in Annual Progress Reports and at Annual Summit.	Continue promotion and monitoring of results; amend program as appropriate.	Partnership, EDCs, Local Governments, Stakeholders, State Legislators
Objective C: Establish a region-wide organization for marketing the San Joaquin Valley.				
Strengthen and develop the structure, membership, and operation of the Central California Economic Development Corporation (CCEDC) or successor organization. Develop a plan for a region-wide marketing and outreach program that is relevant to the three sub-regions. Identify prospective funding sources for the marketing program.	Convene prospective CCEDC members and public and private stakeholders to consider the marketing plan. Establish a task force to secure sponsors and funding for the marketing program to sustain at least a five-year effort. Engage professional staff and launch marketing program.	Develop a monitoring and accountability process to assess projects, sites, and leads generated by the marketing and outreach program. Evaluate results and revise program as appropriate.	Determine longer-term program, identify prospective investors and sponsors to achieve self-funding or sustainability.	CCEDC, Stakeholders

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 2: Align region-wide economic development efforts in support of target industry clusters: (1) Agribusiness, including Food Processing, Agricultural Technology, and Biotechnology; (2) Manufacturing; (3) Supply Chain Management and Logistics; (4) Health and Medical Care; and (5) Renewable Energy. *(Continue to support industry clusters with comparative advantage in sub-regions, such as the petroleum industry in Kern County.)*				
Objective A: Establish region-wide networks of industry clusters to facilitate expansion of target industry clusters.				
Identify existing sub-regional cluster networks, key stakeholders and experts resources for each targeted cluster. Convene existing networks, stakeholders and experts to form task force for each cluster. Develop region-wide data bases and baseline benchmarks for industry cluster performance. Identify lead conveners. Coordinate activities with Higher Education and Workforce Development Recommendations. Develop an action plan for each industry cluster.	Organize a Task Force for each industry cluster and begin implementation of the action plans, including convening roundtable discussions throughout the region with cluster companies, financial investors, workforce training resources, research institutions, policy makers and other stakeholders to review the action plan and to discuss opportunities to grow the industry. Develop process and methodology for tracking industry cluster performance.	Continue implementation of industry cluster action plans. Evaluate results and modify action plans as appropriate. Prepare industry cluster performance reports in comparison to baseline benchmarks. Report results in Annual Progress Reports and at Annual Summits.	Develop and implement longer-term actions. Prepare updated industry cluster performance reports. Report results in Annual Progress Reports and at Annual Summits.	Partnership, CCEDC, EDCs, Sub-Regional Networks (Supply Chair Management Trade Associations in Kern County, Manufacturers Council in San Joaquin, Stanislaus and Merced Counties, Regional Jobs Initiative Industry Clusters in Fresno County), Business Organizations, Higher Education Institutions, Workforce Investment Boards (WIBs), Industry Cluster Task Forces
Objective B: Ensure a prepared workforce to support the targeted industry clusters. *(See Higher Education and Workforce Development Recommendations.)*				
Coordinate collaboration with consortium of WIBs to ensure employer-driven workforce preparation programs.	Monitor and evaluate workforce needs of targeted industry clusters. Continue to coordinate with consortium of WIBs and other training resources.	Continue to monitor and evaluate workforce needs of targeted clusters and provide feedback to consortium of WIBs and other training resources to improve workforce preparation. Assess impact of prepared workforce on the attraction of capital and job generation in the region.	Continue to monitor and evaluate workforce needs. In collaboration with consortium of WIBs, determine and implement longer-term actions.	Partnership, CCEDC, EDCs, Industry Cluster Task Forces
Goal 3: Foster a dynamic business climate to encourage and support entrepreneurs.				
Objective A: Develop and implement a program to support entrepreneurs and promote entrepreneurship, including the development of networks, training resources, incubators, and other small business support programs.				
Collect benchmark data on rate of business start-ups, risk capital investment activity, and small business loan activity from Small Business Development Center (SBDC) counseling and prepare a report. Convene existing support services for start-up companies and develop an action plan for supporting entrepreneurs. Conduct at least two workshops to obtain input.	Secure funding and implement action plan. Secure resources to expand SBDCs. Establish at least one new incubator program. Prepare and publish a report on stimulating the "entrepreneurship economy" in the San Joaquin Valley. Develop methodology and process for evaluating results.	Evaluate results and revise program as appropriate. Launch two additional incubator programs.	Evaluate result and revise program as appropriate. Prepare and publish updated report on the "entrepreneurship economy" in the San Joaquin Valley. Determine and implement longer-term actions.	Partnership, SBDCs, Existing Sub-Regional Networks, Incubators and Resources (Economic Gardening in Kern County, Central Valley Business Incubator in Clovis, Lyles Center for Innovation and Entrepreneurship at CSU Fresno, proposed incubators at University of the Pacific and CSU Stanislaus)

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective B: Develop resources to invest in entrepreneurs, including capitalizing an "entrepreneurship opportunity fund."				
Identify and convene experts, technical resources for start-up companies and small businesses, venture capitalists, and other financial investors to explore feasibility of capitalizing an "entrepreneurship opportunity fund" and to prepare report and recommended actions. Work with Golden Capital Network (GCN) to evaluate potential for developing their "hub and spokes" model in the region.	Meet with prospective investors to review report and recommended actions and to assess feasibility. Work with GCN to establish two angel groups in the region. If feasible, capitalize an "entrepreneurship opportunity fund." Conduct workshops throughout the region to build awareness of the fund.	Launch two additional incubator programs. Establish additional angel group, thereby connecting the entire region to angel investment funds. Launch additional double-bottom line fund in another part of the region. Analyze indicators of entrepreneurial activity to determine if efforts have been effective.	Re-evaluation and re-invention of entrepreneurship support mechanisms. Adjust and re-invigorate efforts as needed. Analyze indicators of entrepreneurial activity. Publish updated report on the "entrepreneurship economy" in the San Joaquin Valley.	Partnership, SBDCs, University Entrepreneurship Centers, Expert Resources (GCN, Central Valley Fund, Pacific Community Ventures)
Objective C: Identify resources to invest in expansion of industry clusters, including exploring feasibility of capitalizing a "double bottom-line" equity fund.				
In conducting activities with industry clusters and Objectives A and B above, alert participants about the intent to explore feasibility of a "double bottom-line" equity fund. Identify prospective lead developer and participants in a feasibility study.	Engage lead developer and convene prospective investors to conduct and complete feasibility study. If feasible, capitalize a "double bottom-line" equity fund of at least $50 million to invest in entrepreneurs and start-ups or expanding companies in targeted industry clusters in priority areas for economic development. Select fund manager through competitive process. Launch the fund and begin investments.	Monitor investments and impacts through regular reports from fund manager. Report results in Annual Progress Reports and Annual Summits.	Complete fund investments. Evaluate results and determine feasibility of recapitalizing a second fund. Determine other longer-term actions. Continue reporting results in Annual Progress Reports and Annual Summit.	Partnership, Lead Developer, Prospective Investors, Expert Resources (GCN, Central Valley Fund, Pacific Community Ventures)
Goal 4: Accelerate the deployment and adoption of renewable and clean energy. *(See Air Quality and Energy Recommendations.)*				
Objective A: Establish a regional clean energy office. *(See Air Quality Recommendations.)*				
Objective B: Work with state officials to remove administrative barriers to clean energy development and deployment. *(See Energy Recommendations.)*				
Working with Clean Energy Industry Task Force, recruit team of experts and stakeholders to champion the effort. Identify and prioritize barriers to development and deployment. Develop recommendations and strategies for removing barriers.	Implement actions to remove the barriers. Coordinate efforts with energy actions.	Evaluate results and revise program as appropriate.	Develop and implement longer-term actions.	Partnership, Renewable Energy Industry Cluster Task Force

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 5: Promote the San Joaquin Valley as a tourist destination.				
Objective A: Establish the Central Valley Tourism Association as the lead organization responsible for overseeing the development of a regional tourism promotion program.				
Establish a task force to work with the Central Valley Tourism Association (CVTA) and other key stakeholders to develop a tourism promotion plan as a primary strategy to strengthen and expand CVTA.	Secure funding and engage staff to implement the regional marketing promotion program. Launch program with major media event.	Evaluate results and revise program as appropriate. Achieve self-sufficiency through increased membership, sponsorships and joint-ventures.	Continue to monitor results and develop longer-term membership and revenues to support CVTA.	Central Valley Tourism Association (CVTA), Stakeholders
Objective B: Establish a comprehensive marketing plan for the region that includes a "Highway 99" component as part of the overall strategy.				
Inventory all tourism assets in the region. Establish baseline for industry benchmark. Identify and analyze prospective tourism customers. Develop tourism promotion plan, including a branding strategy. Incorporate into the tourism promotion plan a specific focus on historical heritage of Highway 99 and utilize rest stops as opportunities for marketing tourism. Explore opportunities for region-wide participation in tourism trade shows; explore connection to national "Main Street" organization.	Develop marketing materials and implement marketing plan, including the Highway 99 component with website and displays at key locations. Install valley-wide signage as part of branding. Establish process for monitoring and reporting results.	Develop and produce a "made for travel channel" video and place advertisement for feeder markets. Explore opportunities to feature the San Joaquin Valley in films. Evaluate results and revise program as appropriate.	Continue implementation of region-wide tourism marketing plan. Report results in Annual Progress Reports and at Annual Summits. Revise program as appropriate.	CVTA, Stakeholders, COGs

Work Group Recommendations

Higher Education and Workforce Development

Challenge

Economic vitality cannot be achieved without major emphasis on development of the current and emerging workforce, which requires strategies for higher education and job training that align with and complement the targeted industry clusters.

A skilled workforce is the cornerstone of competitiveness in a knowledge-based economy. In the "old economy" regions prospered by simply having a large number of jobs and workers in low-wage positions. In the knowledge economy, regions prosper if their workers have honed their intellectual skills and are capable of being employed in the knowledge-based, information-intense jobs that are driving the "new economy." Moreover, because the growth in knowledge-based jobs in the United States is increasing (from 27% of the total U.S. workforce in 1983 to 33% by 2006) regions which are successful in developing a workforce that can support such demand from industry will advance, while less competitive regions will continue to fall behind (The Metropolitan New Economy Index, April 2001, Progressive Policy Institute). A review of existing studies and research on the status of the San Joaquin Valley workforce and workforce development systems (Public Policy Institute, Data Quest, Central Valley Higher Education Consortium) produced the following key findings:

- The education gap is significant between the San Joaquin Valley and the rest of the state.
- Valley students are less likely to be prepared for college.
- Valley students do not take advantage of available resources to attend college. Only 28% of students in the San Joaquin Valley region who qualify for Cal Grants submit an application. When compared with students state-wide, graduating high school seniors are more likely to enroll at a community college equally likely to enroll at a CSU campus, less likely to attend a UC campus.
- Training for occupations in the health services industry represents both a challenge for the Valley, as well as an opportunity.

These findings provided the foundation for the scope of work and recommendations.

Scope of Work

Vocational Training

- Work with the community college system, regional occupational programs, industry leaders, private colleges, local workforce investment boards, and state agencies to develop a comprehensive plan to expand the region's vocational training capacity in high-demand occupations with living wages and "career ladders" that meet employer needs. Propose actions to ensure community college programs are effectively coordinated.
- Develop and implement pilot projects that can be used as demonstrations to quickly accelerate the availability of vocational training programs.

Local Workforce Investment Agencies

- Develop a process for identifying and evaluating employer demands throughout the region.
- Identify current utilization of training funds and asses relationship to employer demands.
- Identify regional workforce development opportunities and align workforce training investments with economic development targeted industries.
- Work with state agencies, California Workforce Investment Board, Department of Labor, and local Workforce Investment Boards (WIBs) in the region to identify system bottlenecks and inefficiencies that are restricting workforce development efforts, including standards for training providers.
- Develop creative strategies to resolve those issues and improve overall effectiveness.

College Degree Attainment Rates

- Leverage the work of the Central Valley Higher Education Consortium and participating institutions to develop a college-going culture in the region.

Access to Baccalaureate Education

- Identify gaps in access to baccalaureate education in underserved parts of the region.
- Conduct market assessments to determine need for expanded baccalaureate programs.
- Work with education, industry and state agencies to develop creative plans to fill the gaps, including maximum leverage of distance learning opportunities.

Health Services and Medical Education

- Create a consensus with area stakeholders and state agencies around a comprehensive, integrated strategy to meet the healthcare worker shortage in the region.

Public Outreach

- Develop an action plan for outreach to make education and workforce preparation opportunities available to residents and widely accessible at the grassroots level.

Summary of Recommendations

The recommended actions focus on preparing the future workforce to support targeted industry clusters through both higher education and vocational training (including career technical education in secondary schools).

1. Create a comprehensive, demand-driven workforce investment system that supports the growth of the region's target industry clusters.
2. Develop a college-going culture in the San Joaquin Valley.
3. Develop comprehensive education and training systems to meet the healthcare worker shortage in the region.

Higher Education and Workforce Development

Mission

Expand higher education opportunities and develop the workforce preparation infrastructure to support sustained, long-term economic vitality.

Indicators: Increase per capita and median household income. Decrease unemployment. Decrease percent of families below the poverty line. Increase job growth in target industries. Increase enrollment in and completion of training/education beyond high school. Increase college graduation rates. Increase education attainment. Increase access to and use of advanced communication services.

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 1: Create a demand-driven workforce investment system that supports target clusters: (1) Agribusiness, including Food Processing, Agricultural Technology, and Biotechnology; (2) Manufacturing; (3) Supply Chain Management and Logistics; (4) Health and Medical Care; and (5) Renewable Energy.				
Objective A: Align workforce development resources to support target industry clusters. *(See Economic Development Recommendations.)*				
Convene Workforce Investment Boards (WIBs) and institutions of higher education, particularly Community Colleges, to adopt target industry clusters as priorities for deployment of resources. Coordinate activities to form Industry Cluster Task Forces and prepare action plans.	Implement workforce component of industry cluster action plans. Monitor results and revise program as appropriate.	Continue to work with Industry Cluster Task Forces to monitor workforce needs and develop training and education programs.	Evaluate results and develop longer-term actions. Report results in Annual Progress Reports and at Annual Summits.	Partnership, WIBs, Community Colleges and Other Institutions of Higher Education, Economic Development Corporations (EDCs), Industry Cluster Task Forces
Objective B: Conduct occupational analysis of key jobs in target industries.				
Develop framework for analysis, compile existing data, including collecting sample job descriptions, and prepare report and recommended actions.	Develop process and methodology for identifying workforce needs in targeted industry clusters and develop system for ongoing data collection. Begin implementation of ongoing analysis.	Continue to collect and analyze data to determine employment trends and workforce needs.	Continue to collect and analyze data to determine trends and workforce needs. Prepare and publish report and determine longer-term actions.	Partnership, WIBs, Community Colleges and Other Institutions of Higher Education, EDCs, Industry Cluster Task Forces
Objective C: Develop web-based inventory of vocational training and "gap analysis."				
Complete inventory of regional vocational and career technical training programs (both public and private programs), develop web directory, and "gap" analysis.	Prepare and implement region-wide action plan for expanding capacity of vocational training. Plan and conduct promotional campaign for online training directory. Maintain online training directory.	Continue implementation of action plan for vocational and career technical education. Continue to promote, update and maintain online training directory.	Evaluate results and develop longer-term actions.	WIBs, Community Colleges, Private Colleges, Regional Occupational Programs (ROPs)
Objective D: Implement region-wide business intelligence tool.				
Complete other activities in action plan first.	Define requirements for data management tool; identify and procure tool.	Implement business intelligence system.	Continue to use data management tool. Evaluate results and determine longer-term actions.	WIBs, Community Colleges and Other Institutions of Higher Education, EDCs, Industry Cluster Task Forces

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective E: Create a "just-in-time" training voucher fund.				
Identify and convene lead agency and stakeholders to define industry target(s) and approach. Prepare report and recommended action for establishing a "just-in-time" training voucher fund. Seek assistance from Employment Training Panel (ETP) and expert resources.	Develop work plan with defined objectives and outcomes; prepare training curriculum. Seek funding from ETP. Implement program. Expand to other target industry clusters as appropriate and funding is available. (Target funding: $4 million annually.)	Continue to operate and administer fund. Evaluate results and revise program as appropriate.	Evaluate results and develop longer-term actions.	WIBs, Community Colleges, ETP
Objective F: Address workforce supply on a regional basis.				
Identify and convene leaders in each county and stakeholders to develop approach and identify specifications for a standardized system and associated training. Explore concept of a "career readiness certificate" focused on a target cluster(s). Prepare report and recommended actions.	Develop a region-wide career readiness certificate program for targeted industry clusters. Develop curriculum. Secure funding and launch initial marketing of program. Expand credentialing system as appropriate and develop customized solutions for businesses. Integrate assessment tool into secondary and post-secondary vocational and career technical education programs.	Continue to promote the career readiness certificate program and expand the assessment system. Evaluate results and revise program as appropriate. Coordinate activities with Industry Cluster Task Forces.	Evaluate results and develop longer-term actions.	WIBs, Community Colleges, EDCs, Industry Cluster Task Forces
Objective G: Align vocational and career technical education with target industries.				
Convene team of ROP leaders and other experts region-wide to assess existing career technical education, identify gaps for meeting needs of target industry clusters. Prepare report and recommended actions.	Develop action plan in consultation with Industry Cluster Task Forces, including seeking revision in funding formulas to support vocational and career technical training. Conduct outreach to target student populations and their parents to inform them about career opportunities. Secure funding and begin implementation. Develop process and methodology for monitoring progress and evaluating results.	Continue to implement action plan, including outreach to and workshops for target student populations and their parents. Evaluate results and revise program as appropriate.	Evaluate results and develop longer-term actions.	ROPs, Other Vocational and Career Technical Programs, Community Colleges, WIBs, Industry Cluster Task Forces
Objective H: Establish San Joaquin Valley Workforce Consortium.				
Execute a Memorandum of Understanding among WIBs that defines the scope and parameters of the Consortium. Refine and adopt overall action plan and secure requisite resources. Begin working with Industry Cluster Task Forces.	Continue to implement action plan focused on target industry clusters. Seek additional resources and funding to expand collaboration. Establish process and methodology for monitoring progress and evaluating results.	Continue to implement action plan. Evaluate results and revise program as appropriate. Report results in Annual Progress Reports and at Annual Summits.	Evaluate results and develop longer-term actions.	WIBs

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective I: Align the efforts of the San Joaquin Valley's economic development corporations, the San Joaquin Valley Workforce Consortium and the California Community College Central Region Consortium.				
Define purpose and scope of ongoing collaboration among WIBs, Community Colleges, and EDCs. Convene first annual strategic planning session, refine and adopt action plan.	Continue to facilitate collaboration among WIBs, EDCs, and CCs to implement the action plan.	Continue to facilitate collaboration WIBs, EDCs, and CCs to implement the action plan.	Evaluate results and develop longer-term actions.	Partnership, WIBs, Community Colleges, EDCs
Goal 2: Develop a college-going culture in the San Joaquin Valley.				
Objective A: Improve academic preparation and increase expectations for student achievement.				
Commission a report from the Education Trust - West or a similar agency to provide data defining the scope of the problem and the social and economic cost of low college attainment in the region. In cooperation with the Central Valley Higher Education Consortium (CVHEC), research and inventory parent engagement programs (such as Parent Institute for Quality Education) to recommend best practices to school districts. Prepare a report and recommend actions.	Work with CVHEC and County Offices of Education to develop and implement an action plan, including an outreach program to targeted high school students and their parents with college recruitment messages. Implement parent engagement workshops in lowest college-going communities. Identify a lead volunteer "college counselor" at every high school. Implement K-12 workshops for teachers and administrators on being "college-going advocates.	Continue collaboration with CVHEC and County Offices of Education to implement the action plan. Evaluate results and revise program as appropriate.	Continue implementation of the action plan. Evaluate results and develop longer-term actions.	CVHEC, County Offices of Education
Objective B: Increase accessibility of financial aid.				
Work with CVHEC to refine action plan. Encourage all high schools to require completion of financial aid form (FAFSA) for all seniors. Explore with the California Student Aid Commission (CSAC) the development of a special incentive program for the San Joaquin Valley. Review and consider easing restrictions on student workers in college.	Organize and conduct seminars for student aid counsels. Assist counselors in conducting workshops for target student populations and their parents to inform them about available financial aid. Consider state legislation offering additional financial incentives to students to attend college and offering higher education institutions additional financial support for graduating students. Consider proposal to index Cal Grants to cost of living.	Continue to facilitate collaboration between CVHEC, CSAC, County Offices of Education, and California Department of Education, and CVHEC to implement action plan. Recruit Valley graduates reached by the program to assist in expanding the outreach to other students and their parents. Evaluate results and revise program as appropriate.	Evaluate results an develop longer-term actions.	California Student Aid Commission (CSAC), County Offices of Education, CA Dept. of Education, CVHEC
Objective C: Increase availability of information and resources to students and parents.				
Develop plan for pilot walk-in higher education information center. Develop a radio and television campaign to enhance awareness of where to go for college access information.	Open the pilot walk-in higher education information center. Launch a radio and television campaign to increase awareness. Expand parent workshops throughout the region. Open one new higher education information center.	Continue to facilitate collaboration. Evaluate effectiveness of education information centers coupled with broadcast media public awareness program. Conduct focus groups to refine and improve program.	Evaluate results and develop longer-term actions.	CVHEC, County Offices of Education

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective D: Increase collaboration between higher education and P-12 education.				
Identify and inventory all collaborative P-12 – higher education initiatives. Prepare a report on best practices.	Convene all collaborative initiatives to identify opportunities for additional collaboration. Develop three new P-16 collaborative groups and/or projects.	Evaluate results and revise program as appropriate. Convene at least one P-16 collaboration workshop in each county to explore opportunities for new initiatives. Develop three additional P-16 collaborative groups and/or projects.	Evaluate results and develop longer-term actions.	CVHEC, County Offices of Education
Objective E: Align academic content to support economic vitality.				
Identify and prepare report on current relationships among institutions of higher education, WIBs, and employers to determine latest employment trends and workforce needs.	In coordination with Industry Cluster Task Forces, facilitate communications and collaborations among the stakeholders. Involve them in workforce development activities above.	Continue to facilitate collaboration and provide feedback from above activities.	Evaluate results and develop longer-term actions.	CVHEC, Institutions of Higher Education, WIBs, Industry Cluster Task Forces
Objective F: Assure accessibility to educational opportunities.				
Identify lowest college-attainment areas in the region and prepare report.	Based on experience from implementing above activities, identify the most effective approaches for making educational opportunities accessible to all students and residents.	Continue the above activities. Develop and implement additional actions as appropriate.	Evaluate results and develop longer-term actions.	Partnership, Stakeholders
Objective G: Expand vocational and career technical education programs and courses.				
Implement above activities.	Based on experience from implementing above activities, identify needs for expanded or additional vocational and career technical education programs and courses. Seek revision of funding formulas to support expanded vocational and career technical education programs.	Implement expanded vocational and career technical education programs. Evaluate results and revise program as appropriate.	Evaluate results and develop longer-term actions.	WIBs, County Offices of Education, Community Colleges, Industry Cluster Task Forces
Goal 3: Develop comprehensive education and training systems to meet the healthcare worker shortage in the region.				
Objective A: Establish a Medical Education Program at University of California, Merced within 10 years. *(See Health and Human Services Recommendations.)*				
Objective B: Establish the Central Valley Nursing Education Consortium. *(See Health and Human Services Recommendations.)*				

K-12 Education

Challenge

The eight counties in the San Joaquin Valley are among the states fastest growing regions and children make-up a high proportion of the overall population. The high concentration of children in the area underscores the importance of K-12 public schools to the region. Most indicators show student achievement in the San Joaquin Valley lagging behind the State as a whole, further illustrating the challenges facing local K-12 public education institutions.

As the California region whose economy is most dependent upon agriculture production, the San Joaquin Valley is home to a disproportionately large share of the migrant workforce. Associated with this workforce are a high proportion of immigrants in the region who face language and cultural barriers. These factors lead to the San Joaquin Valley having a significant English learner (EL) population of 25.6%. That average is only slightly higher than the state's average of 25.1%. Yet, the San Joaquin Valley schools tend to have lower percentages of EL students re-designated to Fluent English Proficient (FEP) than the state average.

The Academic Performance Index (API) is an indicator of a school's level of performance. Nearly one third of students in the San Joaquin Valley (235,218 children) attend schools that rank in the bottom 20% of the API. As of March 2006, the San Joaquin Valley had 368 schools below the API score of 673 which in the current 2005 API Base have the decile rankings of 1 and 2. With few exceptions, student achievement in the San Joaquin Valley is lower than state averages as measured by the California Standards Tests (CST), the California High School Exit Exam (CAHSEE) and schools making Adequate Yearly Progress (AYP) under the No Child Left Behind Act (NCLB).

The eight-county average for passing the English Language Arts section of the CAHSEE was 69% in 2004, compared to the state average of 75%. For the math section, San Joaquin Valley counties averaged a 68% pass rate compared with the state average of 74%. San Joaquin Valley counties also have lower percentages of children testing "proficient" or "advanced" across all grade levels in English language arts and math than those in the state as a whole. These low test scores have caused many schools in the region to miss proficiency targets and, thus, fail to meet federal AYP.

California ranks 40th among the states in the percentage of high school graduates going directly to college and the number is declining. For the 2003-04 school year, all eight counties in the San Joaquin Valley were below the statewide figure for high school graduates who had completed courses required for admission into the University of California and California State University systems.

Scope of Work

- Establish a high-level work group of the eight county superintendents of education for the purpose of identifying common challenges, recommending shared actions, and engaging around a set of state strategies to improve low-performing schools.
- Identify "best practices" within the San Joaquin Valley and assess potential for broader application and deployment.
- Provide updated achievement data for the region based on newly-released test results of California Standards Tests and school rankings by the Academic Performance Index (API) and Adequate Yearly Progress (AYP) assessments.
- Facilitate a series of roundtable discussions with local education leaders and the Secretary of Education to encourage a dialogue about local policy priorities and solutions to the challenges facing K-12 public schools in the region.

Summary of Recommendations

The recommended actions target efforts on low-performing schools while promoting improved academic performance and preparation for post-secondary education and/or training for all students. They focus on actively engaging education stakeholder in the San Joaquin Valley in state-level discussion around school accountability and interventions for low performing schools. In addition, the Partnership will continue to serve as a conduit to facilitate regular communication and access for local education leaders with the Administration on policy and budget priorities for K-12 education.

1. Implement programs and accountability mechanisms so that schools and school districts meet or exceed state and federal performance goals.
2. Implement a local support and oversight model for low performing schools and school districts.
3. Implement a program to ensure all children are able to read at or above grade levels, with a focus on proficiency by third grade.
4. Increase the number and benefit of community and family resource centers.
5. Implement an executive leadership academy for educators.
6. Achieve funding equalization between state averages and County Offices of Education and School Districts.
7. Implement a computer literacy initiative for K-12 students aligned with community college curriculum.
8. Develop a college-going culture.
9. Implement programs to reduce substance abuse, including voluntary drug testing.
10. Promote quality school choice within the public school system.

K-12 Education

Mission Statement

Implement policies and programs through public-private partnerships to ensure equal access to educational opportunities and resources for all children that will improve academic performance.

Indicators: Increase student reading proficiency at or above grade levels. Increase high school graduation rates. Decrease high school dropout rates. Increase college bound rates. Decrease number of low-performing schools. Increase the rates of high school graduates completing courses for college admission and increase school-to-career preparedness. Increase computer literacy rates and school-to-career preparedness. Decrease juvenile drug and alcohol related arrests.

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 1: Increase the achievement level of students, schools and school districts in the San Joaquin Valley.				
Objective A: Implement a school and school district support system through County Offices of Education.				
Convene County Superintendents of Education, key school districts, and stakeholders to begin development of an action plan to improve education performance and which addresses all goals and objectives below. Identify needed legislation or regulations to allow implementation of action plan and to increase accountability for improving student, school and district academic performance.	Complete development of an action plan. Seek needed legislation or regulations. Secure resources, and begin implementation. Develop process and methodology to monitor progress and evaluate results. Develop process and methodology for tracking academic achievement and educational performance. Report results in Annual Progress Report and at Annual Summit.	Continue to facilitate support and collaboration. Evaluate results and revise program as appropriate. Continue to track educational performance and report results in the Annual Progress Reports and at Annual Summits.	Continue to track educational performance and report results in the Annual Progress Reports and at Annual Summits. Determine and implement longer-term actions.	Partnership, Secretary of Education, California Superintendent of Education, State Board of Education (SBE), County Superintendents (and Offices) of Education (COEs), School Districts, Legislature, Stakeholders
Objective B: Implement a curricular and instructional program to ensure all children are able to read at or above grade level.				
Prepare a status report on reading proficiency and recommended actions. Verify that schools have SBE-approved textbooks and instructional materials.	Develop and implement a professional development program. Develop a process and methodology for evaluating results. Monitor results and report in Annual Progress Reports and at Annual Summits.	Consider developing a program to recruit civic organizations, volunteers and other private resources to assist in achieving reading proficiency. Evaluate results and revise program as appropriate. Continue to monitor and report results in Annual Progress Reports and at Annual Summits.	Continue to monitor and report results in Annual Progress Reports and at Annual Summits. Determine and implement longer-term actions.	Secretary of Education, SBE, COEs, School Districts
Objective C: Provide school choice, and intra-district and inter-district options consistent with state and federal law.				
Identify school choice strategies and opportunities, and intra-district and inter-district options under the No Child Left Behind Act and state law.	Convene stakeholders to review and discuss school choice strategies and opportunities. Offer school choice, and intra-district and inter-district options under the No Child Left Behind Act and state law.	Develop process and methodology to assess effect of school choice on improving student and school performance. Determine additional actions as appropriate. Monitor results.	Determine and implement longer-term actions.	Secretary of Education, California Superintendent of Education, COEs, School Districts

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Objective D: Establish an executive leadership academy to train principals of low-performing schools in "turn-around" educational and management services.				
Convene County Superintendents of Education, Institutions of Higher Education, education experts, and other stakeholders to develop a proposal for a school executive leadership academy in the San Joaquin Valley. Engage business organizations to assist in identifying essential executive leadership skills and providing "faculty" for academy.	Complete proposal, develop curriculum, recruit "faculty," identify business and community resources, invite and select initial participants. Launch inaugural "class" of at least 15 principals to help prototype and refine academy program. Develop process and methodology for tracking results and correlation to school educational performance. Establish follow-up and peer support services. Recruit and select participants in second class.	Continue with annual academy classes to train 75-100 principals. Provide ongoing follow-up and peer support services. Continuously improve and refine program based on feedback from participants. Evaluate and report results in Annual Progress Reports and at Annual Summits.	Determine whether or not to continue program.	Partnership, Secretary of Education, COEs, School Districts, Business Organizations
Objective E: Coordinate and integrate health and human services organized around school attendance boundaries.				
Convene a task force of County Offices of Education, school district officials, County Health Agencies, County Social Services Agencies, local government officials, and other stakeholders to develop a proposal for a pilot program.	Complete development of proposal, identify participants, engage partners, and implement pilot programs. Develop process and methodology for tracking results and correlation to school educational performance.	Evaluate results of pilots and determine whether or not to expand program regionwide.	Determine and implement longer-term actions.	Partnership, Secretary of Education, Secretary of Health and Human Services, Secretary of Business, Transportation and Housing, COEs, School Districts, County Health and Social Services Agencies, Local Government Officials
Goal 2: Develop a college-going culture in the San Joaquin Valley. *(See Higher Education and Workforce Preparation Recommendations.)*				
Objective A: Support collaborations between school districts and the Community Colleges, California State University, and University of California systems.				
Identify and inventory all collaborative pre-school, K-12 and higher education initiatives. Prepare a report on best practices.	Convene all collaborative initiatives to identify opportunities for additional collaboration. Develop three new P-16 collaborative groups and/or projects.	Evaluate results and revise program as appropriate. Convene at least one P-16 collaboration workshop in each county to explore opportunities for new initiatives. Develop three additional P-16 collaborative groups and/or projects.	Evaluate results and develop longer-term actions.	Central Valley Higher Education Consortium (CVHEC), County Offices of Education

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Objective B: Increase the rates of high school graduates completing courses for college admission.				
Coordinate efforts with Higher Education and Workforce Development actions to commission a report defining the scope of the problem and the social and economic cost of low college attainment in the region. In cooperation with the Central Valley Higher Education Consortium (CVHEC), research and inventory parent engagement programs (such as PIQE) to recommend best practices to school districts. Prepare a report and recommend actions.	Work with CVHEC and County Offices of Education to develop and implement an action plan, including an outreach program to targeted high school students and their parents with college recruitment messages. Implement parent engagement workshops in lowest college-going communities. Identify a lead volunteer "college counselor" at every high school. Implement K-12 workshops for teachers and administrators on being "college-going advocates." Increase availability of Advanced Placement (AP) courses throughout region.	Continue collaboration with CVHEC and County Offices of Education to implement the action plan. Evaluate results and revise program as appropriate.	Continue implementation of the action plan. Evaluate results and develop longer-term actions.	CVHEC, Secretary of Education, COEs, School Districts, Stakeholders
Goal 3: Implement a computer literacy initiative for K-12 students aligned with community college curriculum. *(See Advanced Communications Service and Information Technology Recommendations.)*				
Objective A: Implement a computer literacy initiative.				
Organize and convene a work group to develop a framework for a computer literacy initiative that will align technology proficiency standards with community college curriculum. Prepare a report and recommended actions.	Develop a detailed work plan for initiative. Articulate and adopt technology proficiency standards for students and schools. Secure approvals from educational organizations. Identify and secure funding. Launch initiative.	Monitor progress and evaluate results. Develop process and methodology for determining correlation between computer literacy and educational performance. Revise initiative as appropriate. Report results in Annual Progress Reports and at Annual Summits.	Determine and implement longer-term actions.	Partnership, Secretary of Education, Community Colleges, COEs, School Districts, Stakeholders
Objective B: Facilitate deployment of advanced communications services to schools and accessibility of technology to students.				
Work with ACS and IT activities to begin planning for ensuring information technology infrastructure and computers are available to all schools and students, especially targeted low-performing districts.	Coordinate deployment of infrastructure and computers to low-performing schools in conjunction with launch of the computer literacy initiative.	Continue to facilitate deployment of technology infrastructure and computers. Monitor progress and evaluate results.	Determine and implement longer-term actions.	Partnership, State Technology Agencies, Institutions of Higher Education, School Districts

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 4: Implement research-based programs to reduce substance abuse, including voluntary drug testing.				
Objective A: Implement substance abuse prevention education programs.				
Coordinate efforts with Health and Human Services activities to identify effective substance abuse prevention education programs and model projects involving collaboration with schools. Begin discussions with stakeholders.	Integrate substance abuse prevention education programs into activities above to improve education performance. Develop process and methodology for determining relationship between drug abuse prevention education and educational performance.	Evaluate results and revise pilot projects as appropriate. Determine how to expand pilots throughout the region.	Determine and implement longer-term actions.	Secretary of Education, Secretary of Health and Human Services, COEs, County Health and Social Services Agencies, School Districts
Objective B: Implement collateral actions to reinforce drug abuse prevention education.				
Identify participants in a work group to review research and identify collateral actions that can reduce drug abuse, including considering voluntary drug testing. Prepare report and recommended actions.	Based on report, develop substance abuse policies and proposed pilot project(s). Identify participants in pilot project(s). Implement pilot project(s).	Evaluate results and revise pilot projects as appropriate. Determine how to expand pilots throughout the region.	Determine and implement longer-term actions.	Secretary of Education, Secretary of Health and Human Services, COEs, School Districts, County Health and Social Services Agencies

Transportation

Challenge

Economic activity and development require mobility. The economy moves on local streets, state highways and rail, and through seaports and airports. The San Joaquin Valley is slated to be the home of an additional 1.4 million people by the year 2020. As congestion increases and workers spend increasingly long periods of time commuting, it is imperative that the transportation system be improved to attract capital investment and support economic development.

The region provides an integral link in goods movement for both the railroad and trucking industries. Highway 99 and Interstate 5 are vital north-south corridors. Highway 99, from Bakersfield to Stockton, carries more than a million vehicles a day. It is the backbone of California's goods movement infrastructure as well as the "main street" of the San Joaquin Valley. Safety and capacity improvements to Highway 99 are essential to increase economic prosperity. East-west corridors also are becoming increasingly congested and require improvements. And, there is increasing demand for expanded passenger rail service and substantial interest in development of a high-speed rail system.

The need for transportation improvements has serious implications for air quality. The Valley does not currently meet health-based standards for ozone and particulate matter. Thus, the transportation systems of the future must embrace new technology and different community designs to avoid exacerbating the current air pollution problem. Further, transportation is inextricably intertwined with land use and other environmental issues. Land use development must be planned to optimize choices for alternative modes of transportation and to minimize single-occupant vehicle trips.

Scope of Work

- Monitor and foster coordination of activities among the Highway 99 Task Force, Department of Transportation (Caltrans) Highway 99 Corridor Enhancement Master Plan and Business Plan elements, and interstate status negotiations.
- Review and comment, and recommend to the Governor the Highway 99 Business Plan Element for safety and capacity improvements (being led by a jointly-coordinated effort by the Great Valley Center and Caltrans).
- Review and oversee the content and status of negotiations regarding interstate designation for Highway 99.
- Develop a model, using commercial activity and improved amenities and facilities at rest stops (including advanced telecommunications), to increase tourism in the region as an economic development strategy.
- Identify other regional transportation priorities for consideration such as east-west route enhancements, airports and ports, and other modes of transportation, including high-speed rail. (Focus on regional transportation needs, not local streets and roads.)
- Identify and recommend statutory changes which can best assist in the development of an overall regional transportation plan.

Summary of Recommendations

Transportation improvements are key to attracting capital investment for economic development, but must be planned in concert with strategies for improving air quality and reducing environmental impacts. The recommendations are divided into five major categories: (a) Improvement and Enhancement of Highway 99; (b) Improved Goods Movement; (c) Development of a Sustainable Regionwide Transit System; (d) Support for Regional Blueprint Plan; and (e) Linkages Between Transportation and the Economy.

1. **Improve safety and capacity of Highway 99 and implement plan for enhancement.**
   Improving Highway 99 safety and capacity is a leading overall strategy for increasing economic prosperity and quality of life in the region. As the gateway to the Valley communities, it should help establish an identify for the future. Improvements should incorporate distinctive architecture and landscaping along with state-of-the-art technology along the rights-of-way and at roadside rest stops. These efforts should be done collaboratively among local jurisdictions and with Caltrans.
2. **Improve goods movement infrastructure and international trade, including freeways, rail and airport facilities.**
   Goods movement and international trade infrastructure in the region should be improved to increase economic vitality, safety, and mobility while decreasing congestion and air quality pollution.
3. **Develop a sustainable regionwide transit system.**
   An inter- and intra-regional transit system needs to be developed that increases transit ridership, improves mobility, and contributes to air quality. The system may include high speed rail, if appropriate, and should take advantage of new "intelligent transportation systems" technologies whenever possible.
4. **Support and complement the Regional Blueprint Plan.**
   Transportation plans should support the land uses delineated in the Regional Blueprint Plan, thereby minimizing land use changes triggered by transportation development. The transportation component of the Regional Blueprint must address the need to improve east-west corridors as well as support a sustainable regionwide transit system.
5. **Link transportation improvements to economic development.**
   Economic development should be planned in conjunction with transportation investments and the public should be educated about the connection between the two.

Transportation

Mission

Build innovative transportation systems to increase travel choices and improve mobility, regional and state goods movement, air quality, and economic prosperity.

Indicators: Increase in mobility (through-put and velocity). Increase in quality rating of roadway conditions. Decrease in vehicle hours of delay. Increase in transit availability. Increase in goods movement productivity. Increase in safety. Increase in transit availability and alternative mode trips. Decrease in percentage of single-occupant-vehicle trips. Increase in investments in Highway 99 corridor consistent with the Enhancement Master Plan and Business Plan Elements, including improvements to roadside rest stops consistent with GreenStop© concept. Increase in deployment of intelligent transportation systems (ITS) technology.

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 1: Implement a universally-accepted Route 99 Corridor Master Plan (Enhancement and Business Plan Elements) for the 274-mile section within the San Joaquin Valley as a leading economic development strategy.				
Objective A: Improve Highway 99 to freeway standards to increase safety.				
Memorialize support of the Master Plan (including Enhancement Master Plan and Business Plan Elements) through resolutions from local governments. Work with Councils of Government (COGs) and California Transportation Commission (CTC) to prioritize investments for safety improvements from State Transportation Improvement Plan (STIP) and General Obligation Bond funds.	Begin construction of safety improvement projects. Secure appropriate complementary investments from local self-help measures. Identify other prospective funding sources. Integrate plans into the Regional Blueprint Plan process. Report results in the Annual Progress Reports and at Annual Summits.	Continue construction of safety improvement projects. Secure additional funds to complete safety improvements. Report results in the Annual Progress Reports and at Annual Summits.	Produce a State of the Corridor report to assess progress and update Master Plan as needed. Secure requisite remaining funding. Complete construction of safety improvements consistent with the Master Plan. Report results in the Annual Progress Reports and at Annual Summits.	Department of Transportation, including Districts 6 and 10 (Caltrans), CTC, COGs, U.S. Department of Transportation Federal Highway Administration (FHWA), Local Governments, Highway 99 Task Force
Objective B: Increase Highway 99 capacity which will result in improved mobility and reduced congestion, while protecting environmental resources and fostering economic vitality.				
Memorialize support of the Master Plan as above. Work with CTC, Caltrans and COGs to prioritize and sequence capacity improvements. Monitor interstate designation negotiations to ensure consistency with policy of COGs and State.	Begin construction of priority capacity improvement projects. Explore innovative funding and financing approaches to identify requisite funding to complete the Master Plan and prepare a report and recommended actions. Report results in the Annual Progress Reports and at Annual Summits.	Continue construction of capacity improvement projects. Secure additional funds to complete capacity improvements. Report results in the Annual Progress Reports and at Annual Summits.	Produce a State of the Corridor report to assess progress and update Master Plan as needed. Secure requisite remaining funding. Complete construction of capacity improvements consistent with the Master Plan. Report results in the Annual Progress Reports and at Annual Summits.	Caltrans, CTC, COGs, FHWA, Local Governments, Highway 99 Task Force
Objective C: Create a San Joaquin Valley Route 99 Corridor identity.				
Memorialize support of the Master Plan as above. Work with CTC, Caltrans and COGs to integrate the Master Plan Enhancement Element into safety and capacity projects. Begin development of the Highway 99 identity components, including branding logos, signage, rest stops, landscaping, community gateways and soundwalls.	Begin implementation and construction of identity components of the Enhancement Element, including branding of Highway 99 with signage and improvement of a rest stop to prototype the GreenStop© concept.	Inventory enhancements completed and planned. Identify additional opportunities to improve corridor identity and establish "best practice" library.	Complete implementation and construction of identify components of the Enhancement Element. Report results in the Annual Progress Reports and at Annual Summits.	Caltrans, CTC, COGs, FHWA, Local Governments, Highway 99 Task Force

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Objective D: Build an ongoing coalition of civic leaders to support improvements to the Highway 99 corridor.				
Continue working sessions focused on Enhancement Master Plan Element and Business Plan Element implementation. Initiate convening and work of the Highway 99 Master Plan Advisory Committee under development by Caltrans Districts 6 and 10. Monitor interstate negotiations.	Using Route 99 Improvement Guide, GVC, May 2004, engage and educate local elected officials and staff in the benefits of corridor-adjacent land use policies, viewshed enhancement, and other enhancements. Continue to monitor interstate negotiations facilitating consensus and consent as appropriate.	Inventory enhancements completed and planned. Identify additional opportunities to improve corridor identity and establish "best practice" library.	Expand efforts to other corridors, as appropriate.	Caltrans, CTC, COGs, FHWA, Local Governments, Highway 99 Task Force
Goal 2: Improve safety and capacity of vital east-west corridors.				
Objective A: Support construction of projects to improve safety and capacity of vital east-west corridors.				
Organize and convene a work group within the Regional Blueprint Plan process to identify and prioritize projects to improve safety and capacity of vital east-west corridors. Prepare a report and recommend actions.	Prepare a region-wide plan for improving safety and capacity of vital east-west corridors. Develop a funding and financing plan. Begin construction of critical projects.	Identify and secure funding. Being construction of priority projects.	Continue construction of priority projects. Evaluate results and determine longer-term actions.	COGs, Caltrans, CTC, Local Governments
Objective B: Incorporate plans for improving east-west corridors into Regional Blueprint Plan.				
Complete above action.	Determine the appropriate land use patterns associated with the improved safety and capacity. Incorporate the priority east-west corridor projects into the Regional Blueprint Plan, Regional Transportation Improvement Plans, and county and city general plans.	Continue to evaluate impact of project improvements on expected outcomes of the Regional Blueprint Plan.	Incorporate longer-term actions into Regional Blueprint Plan.	COGs, Caltrans, CTC, Local Governments
Goal 3: Improve goods movement within the region to increase economic vitality, traffic safety, and mobility.				
Objective A: Increase benefits to the San Joaquin Valley from goods movement through a "goods movement enhancement system" specific to the region.				
Identify stakeholders to participate with Business, Transportation and Housing Agency (BTH) and California Environmental Protection Agency (Cal/EPA) in developing regional goods movement plan specific to the San Joaquin Valley to be integrated into the overall state Goods Movement Action Plan.	Complete the San Joaquin Valley Goods Movement Action Plan. The plan should address all relevant modes of goods movement including, but not limited to, truck, rail, and air.	Develop a business plan that identifies projects and funding strategies necessary to implement the San Joaquin Valley Goods Movement Action Plan. Identify and secure funding and/or investors.	Implement the San Joaquin Valley Goods Movement Action Plan.	BTH, Cal/EPA, Caltrans, CTC, FHWA, San Joaquin Valley Air Pollution Control District, Stakeholders

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 4: Enhance goods movement capacity while increasing safety, decreasing congestion, improving air quality, and promoting economic development.				
Objective A: Accommodate current and future goods movement needs while improving air quality and economic prosperity.				
Initiate through BTH meetings with Caltrans, CTC, California Air Resources Board (ARB) and other appropriate State agencies to determine how to fully utilize the Shafter Intermodal Freight Facility and other rail-dependent projects. Explore and study development of projects such as "Short Sea Shipping" and other innovative technologies.	Identify strategies to improve rail capacity in goods movement. Identify resources to fund research and development on innovative technologies. Coordinate with existing transportation groups, economic development organizations, and the Regional Blueprint Plan process.	Identify and secure funding and/or investors. Implement rail strategies and goods movement pilot projects.	Continue implementation. Assess results and determine longer-term actions.	BTH, Caltrans, CTC, ARB, State Agencies, COGs, Stakeholders
Goal 5: Develop a sustainable region-wide transit system.				
Objective A: Implement a comprehensive and efficient alternative transportation system for intra-regional and inter-regional passenger trips.				
Work with COGs and Caltrans to initiate a planning process for a comprehensive transit system. Coordinate activities with the Regional Blueprint Plan process.	Explore strategic approaches to identifying, preserving and acquiring rights-of-way. Prepare a report and recommended actions. Work with San Joaquin Valley Air Pollution Control District (SJVAPCD) to analyze air quality benefits. Integrate actions into Regional Blueprint Plan.	Develop an action plan, including prioritization of projects. Identify and secure funding sources.	Begin implementation of the action plan and initial project construction.	COGs, Transit Agencies, Caltrans, SJVAPCD, Stakeholders
Goal 6: Transform roadside rest stops into user-friendly amenities that benefit the overall region and host communities.				
Objective A: Improve roadside rest stops amenities and facilities to benefit user safety, facilitate tourism, and educate users about the environment and local communities.				
Request CTC to adopt plan submitted by BTH and Caltrans. Address the regulatory issues regarding designer selection, commercial activity, and interagency partnerships.	Develop a specific work plan. Identify and secure funding. Move project through planning, design, engineering and permitting phase.	Begin implementation of the work plan and construction of improvement rest stops and other amenities.	Continue implementation of work plan and construction or projects. Evaluate results and revise work plan as appropriate. Evaluate impacts on economic development in the region.	BTH, Caltrans, CTC, COGs, California Travel and Tourism Commission, California State Parks, FHWA, Highway 99 Task Force
Goal 7: Improve mobility through more efficient land use patterns that will reduce single-occupant trip generation and support use of alternative modes.				
Objective A: Encourage the Regional Blueprint Plan process to integrate land use and transportation planning to improve mobility.				
Establish a formal working relationship with the Regional Blueprint Plan process. Reach agreement on scope of work for identifying and evaluating all strategies to improve mobility through integration of transportation and land use planning and the development of a world-class multi-modal system.	Develop methodology and evaluate impacts on mobility from alternative land use patterns and policies. Determine magnitude of transportation investments to support range of growth projections in Regional Blueprint Plan process. Determine and approve most cost-effective, preferred regional transportation component of the Regional Blueprint Plan.	Continue to monitor land use region-wide and determine impacts on transportation plans and mobility. Determine needed amendments to the Regional Blueprint Plan.	Assess degree to which land use decisions are consistent with Regional Blueprint Plan and the impacts on mobility goals. Determine appropriate changes in both land use and transportation plans to achieve goals.	COGs, Caltrans, Blueprint Regional Advisory Committee, Local Governments

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective B: Incorporate into regional transportation plans those actions that support and encourage implementation of the Regional Blueprint Plan.				
Complete above action.	Provide feedback to county transportation agencies and local governments to obtain further input to Regional Blueprint Plan. Develop process and criteria for evaluating transportation projects based on goals, objectives and strategies of the Regional Blueprint Plan.	Work with local governments to incorporate the regional transportation component of the Regional Blueprint Plan into county and city general plans. Prepare an action plan to fund and finance the regional transportation improvements. Develop methods for meeting regional transportation needs and insuring integrity of regional land use plans.	Determine appropriate amendments to regional transportation plans and general plans consistent with above determinations.	COGs, Caltrans, Blueprint Regional Advisory Committee, Local Governments
Goal 8: Improve understanding by public officials and public of the relationship between investments in transportation improvements and economic development.				
Objective A: Develop and implement a system for tracking economic development that results from investments in transportation improvements.				
Work with stakeholders to develop a framework for the system.	Hold "Transportation: A Cornerstone of the Economy" workshop(s) for COGs, economic development organizations, Chambers of Commerce, and other stakeholders. Develop commitment for instituting measurement system.	Issue first report on findings.	Promote continued and more refined tracking of how transportation infrastructure improvements encourage and support economic development.	Great Valley Center, COGs, Economic Development Organizations, Chambers of Commerce, Local Governments
Goal 9: Implement "intelligent transportation system" (ITS) technologies to assist the region in achieving mobility goals.				
Objective A: Integrate ITS into all transportation planning and construction projects.				
Update COGs and Highway 99 Task Force on the status of the San Joaquin Valley ITS Strategic Deployment Plan.	Determine which elements of the ITS Plan should/can be integrated into planned projects.	Develop a work plan for implementing ITS technologies. Deploy ITS best practices and become a model region for use of technology.	Evaluate results and incorporate next generation ITS technology into regional transportation plans.	Caltrans, COGs, Local Governments, Technical Experts
Goal 10: Assure the high-speed rail system, if implemented, supports the San Joaquin Valley in achieving its economic, environmental, land use, and mobility goals.				
Objective A: Provide tangible benefits and mitigate impacts to the region while assisting the State in meeting transportation goals.				
Identify advocates of the proposed system who also understand the broad range of possible benefits and challenges the project could bring to the region. Engage them in the process.	Monitor progress of the proposal and continue to advocate on behalf of the region.	Develop action plan based on status of high-speed rail system.	Develop longer-term actions based on status of high-speed rail system.	COGs, State Legislators, Congressional Representatives, Local Governments, Stakeholders

Land Use, Agriculture and Housing

Challenge

In light of the ever-increasing population of the San Joaquin Valley, the growth challenge facing the region is complex. It is necessary to ensure that the growth creates healthy, sustainable cities that provide a wide range of employment opportunities and the amenities that Californians have come to expect, while minimizing impacts on valuable natural resources and important agricultural land.

However, a lack of coordination and certainty hamper positive outcomes. General Plans have not been updated to prepare the region for the projected growth; city and county plans are not necessarily coordinated. The eight Councils of Government coordinate to the extent possible, but report to independent boards and often demonstrate different priorities, making the development of a comprehensive, well planned regional transportation system difficult, if not impossible. State and federal agencies have begun to proactively engage in the region recently, but more collaboration is needed. The availability and use of geographic information systems and computer models is uneven across the region, and no one entity provides data to local agencies and the public. Enormous investments are being made in land in the region, and while developers and investors see opportunity in growth, there is uncertainty about the direction and the "rules" that will guide the development of the region. Further, while the development of housing in the Valley has brought many economic benefits, it also presents several challenges. Although new housing in the region is more affordable for Bay Area and Southern California workers, the demand for housing from the workforce in coastal regions has significantly driven up the cost of housing for long-term Valley residents, ironically making housing affordability for the region a major problem. Further, housing development is taking important agricultural lands out of production, threatening the strength of this economic sector for the region at the same time that there are new frontiers for agriculture in food processing and renewable energy biofuels.

The collaboration among the eight Councils of Government to successfully compete for and secure State funding for the Regional Blueprint Plan is a pivotal process for addressing these problems. It also provides an opportunity for testing new regulatory solutions and models. Preparation and adoption of the Regional Blueprint for sustainable growth is essential for long-term economic prosperity in the San Joaquin Valley.

Scope of Work

- Develop a macro-level concept plan for the San Joaquin Valley by bringing together stakeholders and existing efforts/resources to develop a strategy for integrating related parts of a complex system into a cohesive model for the region. (Great Valley Center will convene a series of workshops with interested groups and stakeholders to develop a plan for integration of local priorities, housing goals, land and natural resources GIS data such as the "Great Places" program and U-Plan Model, and existing local General Plans.)
- Consider the fiscal implications for local government related to land use scenarios. Encourage and support a coordinated Regional Blueprint Plan application and program implementation.
- Develop principles, guidelines, and investment incentives for landowners, developers, and local governments to coordinate their actions on a regional basis.
- Identify legislative and regulatory issues, which if changed or amended, could lead to better, more consistent and predictable outcomes for communities, landowners and investors. (Resources Agency will provide an overview of legislative and regulatory issues.)
- Consider reorganization or consolidation strategies that would aid the region in greater cohesion and collaboration for large-scale regional issues.
- Provide the mechanism for greater availability and use of spatial data by state and local agencies, stakeholders and the public. (ICE at UC Davis and its partners will design a data base for CEQA documents to monitor and assess cumulative impacts of land use changes and development.)
- Ensure the coordination of regional and state agencies to provide the greatest level of efficiency and accomplishment.

Summary of Recommendations

The recommendations that will promote healthy, economically viable and sustainable cities to support a projected populations are divided into four major category areas: (a) Agricultural Land and Natural Resources; (b) Shape and Location of Development; (c) Design Guidelines; and (d) Administrative and Regulatory Changes.

1. Identify important natural resources and agricultural lands so that they can be protected from the adverse impacts of urbanization. Analysis should include the establishment of interconnected natural systems for wildlife and habitat, as well as the establishment of a connection between the availability/reliability of water and the quality of soils in order to determine the most important farming areas in the region.
2. Determine the shape and location of development strategically with a long term view of the region for at least the next fifty years. In order to reduce the San Joaquin Valley's economic reliance on coastal cities, urbanization plans should be made for a limited number of large cities that include downtowns with financial and cultural centers, a variety of neighborhoods and housing types, and places for economic and employment activity. Planning for major cities should include the immediate identification of transit corridors that connect metropolitan areas internally, as well as to each other.
3. Develop design guidelines that will promote sustainable growth and economic development. In order to reduce the carbon footprint of future development, renewable energy and green development should be encouraged in every form of development. Parking lot require-ments should be minimized, and hard surfaces should allow for permeability whenever possible. Shopping areas and recreational activities should be integrated into neighborhoods to encourage walking and reduce reliance on fossil fuels and the automobile. Developing communities should strive for overall density averages that improve upon today's averages by at least 15% in the next five years.
4. Identify administrative and regulatory changes necessary to expedite, provide incentives for and facilitate the desired development goals.

> If the eight counties of the San Joaquin Valley became their own state, they would be the number one agricultural state in the country, a $20 billion powerhouse that may also prove to be the renewable fuel driver of our energy economy. The California Partnership for the San Joaquin Valley helps ensure the viability of this strategic resource.
>
> A.G. Kawamura
> Secretary
> Department of Food and Agriculture

Land Use, Agriculture and Housing

Mission

Support and promote regional consensus on future land use through the San Joaquin Valley Regional Blueprint Plan process that identifies appropriate areas for growth and economic development, contributing to the conservation of important agricultural land and natural resources and advancing the sustainability of the region.

Indicators: Increase in land use efficiency. Increase in people per urbanized acre. Increase in production of affordable housing units. Increase in the Affordable Housing Index. Maintenance of the number of acres in agriculture production. Increase in acres in open space and parks. Increase in health of ecosystems. Increase in number of local governments with updated General Plans. Rate of adoption of local General Plans consistent with the Regional Blueprint Plan. Increase in the number of local jurisdictions adopting ordinances to promote smart growth and sustainable development, such as efficient water and energy use in new construction, use of green building materials and practices, reduction of urban run-off, and decrease in parking ratios. Increase in transportation mobility. Improvement in air quality.

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 1: Foster regional consensus to support development and implementation of the Regional Blueprint Plan.				
Objective A: Assist development of regional consensus on values, goals, strategies and guidelines for the Regional Blueprint Plan to achieve the desired outcomes and identify appropriate locations for growth and economic development that accommodates projected population increases while contributing to the conservation of important agricultural land and natural resources. *(Incorporate the core values identified by the Work Group and the principles adopted by the San Joaquin Valley Association of Counties and the Central California Mayors Conference.)*				
Identify policy values, goals and strategies (consistent with the principles of the "3Es") to begin the eight-county Regional Blueprint Plan process. Initiate the process with a Summit to engage a wide array of stakeholders and individuals. Establish planning horizon as 2050. Develop agreement on procedures for coordination with the Councils of Government (COGs) leading the Regional Blueprint Plan.	Continue to work with COGs and stakeholders to integrate into the Regional Blueprint Plan the activities related to Transportation, Air Quality, Water Quality, Supply and Reliability, and Energy. Complete the Regional Blueprint Plan and secure ratification throughout the region by local governments and stakeholders.	Develop work plan for implementation of the Regional Blueprint Plan. Seek funding for a regional programmatic Environmental Impact Report (EIR). Work with COGs to encourage counties and cities to update local General Plans consistent with Regional Blueprint Plan. Integrate Regional Blueprint Plan into related policy activities.	Support and assist COGs in development of guidelines and model ordinances for implementation of local General Plans consistent with the Regional Blueprint Plan. Determine the most effective regionwide organizational structure to oversee implementation, obtain feedback from local governments, and provide ongoing amendments as appropriate.	COGs, Regional Blueprint Pan Regional Coordinating Committee, Local Governments, Great Valley Center (GVC), San Joaquin Valley Air Pollution Control District (SJVAPCD), Related State Agencies (Partnership to initiate coordination with COGs)
Objective B: Develop a high-value parks and open space strategy to be used in the development of the Regional Blueprint Plan with a goal of encouraging the designation and long-term management and restoration (as feasible) of a permanent open space system that will include public and private lands, state, regional and local parks, and conservancies and conservation easement areas. *(Accomplish this objective through voluntary participation of willing private landowners and local, regional, state and federal agencies).*				
Develop a consensus agreement on the proposed policies, goals, objectives, strategies and guidelines capable of achieving a high-value open space, parks, and conservation system. Incorporate existing Habitat Conservation Plans (HCPs), protected areas, and mitigation contracts.	Identify and prioritize important natural resource areas for conservation, recreation and restoration purposes to inform the strategic planning process, provide mitigation opportunities, and reduce the potential for conflict. Prepare a regional Conservation, Open Space and Parks Plan (as a component of the Regional Blueprint Plan).	Seek funding for and prepare a regional programmatic EIR. Explore regional financing mechanism for conservation lands, open space and parks in the region. Prepare a report and recommended actions.	Encourage and support implementation of the Conservation, Open Space and Parks Plan. Encourage funding eligibility from government sources to be based on consistency with adopted Plan.	COGs, Local Governments, GVC, Resources Agency, Department of Parks and Recreation, Regional and Local Land Trusts, Stakeholders State Immediate: Partnership LUHA Conservation Sub-Committee, State and Federal Natural Resources Agencies, Stakeholders, Local Governments

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 2: Promulgate and promote adoption of community design guidelines that will ensure strong neighborhoods, improve mobility and health by promoting walking and biking, improve air quality by reducing trip generation and parking requirements, increase energy efficiency by modifying building standards, and increase infrastructure cost-effectiveness through efficient land use.				
Objective A: Increase the overall average density of new development.				
Work with COGs through the Regional Blueprint Plan process to convene public discussions of how to improve land use efficiency and increase average density while protecting existing neighborhoods and building strong communities. Consider the goal of increasing the average density of new development by at least 15% in 75% of jurisdictions. Identify barriers to multi-family housing. Consider how to integrate good schools, parks and other amenities into new developments. Prepare a work plan.	Implement the work plan, including conducting outreach and public education activities to provide information and obtain feedback. Assist COGs through Regional Blueprint Plan process in developing and analyzing alternative growth sceneries. Work with Local Agency Formation Commissions (LAFCOs) to analyze implications for spheres of influence. Assist in preparing model community design policies and ordinances to achieve the objective.	Promote and support adoption and implementation of model policies and ordinances. Develop process and methodology for evaluating and tracking results in the Annual Progress Reports and at the Annual Summits. Revise work plan as appropriate.	Continue to promote and support adoption and implementation of model policies and ordinances. Continue to evaluate and report results in the Annual Progress Reports and at the Annual Summit. Determine longer-term actions.	COGs, Local Governments, GVC, Business, Transportation and Housing Agency (BTH), Housing and Community Development Department (HCD), LAFCOs, Stakeholders
Objective B: Reduce urban run-off by decreasing the land covered by commercial and industrial parking.				
Work with COGs through the Regional Blueprint Plan process to develop policies to reduce urban run-off, including reducing land covered by commercial and industrial parking (consider reducing land covered by at least 20% by 2010) and increasing the use of permeable surface paving, tree wells, shared parking, and other design features. Prepare a work plan.	Implement the work plan, including conducting outreach and workshops for local governments, real estate developers, and construction industry. Assist in preparing model community design policies and ordinances to achieve objective.	Promote and support adoption and implementation of model policies and ordinances. Develop process and methodology for evaluating and reporting results. Revise work plan as appropriate.	Continue to promote and support adoption of model policies and ordinances. Continue to evaluate and report results. Determine longer-term actions.	COGs, Local Governments, GVC, BTH, HCD, State Water Resources Control Board, Regional Water Quality Control Board, Experts and Stakeholders, including, American Planning Association (APA), Commercial Properties Association (CPA)
Objective C: Promote the adoption and implementation of zoning ordinances that are form based and more flexible to encourage desired outcomes.				
Work with COGs through Regional Blueprint Process to disseminate information on the advantages of more flexible zoning codes, including form-based zoning.	Develop and disseminate model policies and ordinances that provide greater zoning flexibility in order to reduce reliance on the auto (and thus improve air quality), increase "green building" and the use of renewable energy, increase walkability, and reduce parking requirements.	Promote and support adoption and implementation of model policies and ordinances. Develop process and methodology for evaluating and reporting results. Obtain feedback from local governments.	Continue to promote and support adoption of model policies and ordinances. Continue to evaluate and report results. Determine longer-term actions.	COGs, Local Governments, GVC, BTH, HCD, Experts, Stakeholders, APA

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Objective D: Study and adopt a strategic concept for accommodating new growth by encouraging communities with the necessary elements and constraints to be cost-effective and self-sufficient in achieving the overall goals and objectives.				
Work with COGs and local governments through the Regional Blueprint Plan process to research data regarding the optimal size of communities to be cost-effective and self-sufficient, analyzing the implications for existing towns and new cities. Conduct workshops with stakeholders to discuss research and obtain feedback.	Prepare a set of recommendations based on feedback, including a preferred scenario and strategies for optimal size communities. Integrate the scenario into the Regional Blueprint Plan and work with local governments to incorporate the preferred scenario and strategies into local General Plans.	Continue to work with COGs and local governments to implement the Regional Blueprint Plan (and preferred scenario), discouraging proposed General Plan amendments for new subdivisions or communities inconsistent with the Regional Blueprint Plan and that are not cost-effective or self-sufficient.	Continue to work for adequate infrastructure to support the Regional Blueprint Plan to reinforce the cost-effectiveness and self-sufficiency of the optimal-size communities. Evaluate results and determine longer-term actions.	COGs, Local Governments, GVC, Experts, Stakeholders
Goal 3: Determine requisite regional infrastructure and funding strategies to support implementation of the Regional Blueprint Plan.				
Objective A: Develop and implement a plan for the provision of regional infrastructure.				
Work with COGs and economic development corporations (EDCs) to develop a process for identifying and analyzing regional infrastructure required to support implementation of Regional Blueprint Plan process.	Identify and analyze prospective funding and financing mechanisms for constructing regional infrastructure. Coordinate activities with Partnership Funding and Financing Committee. Prepare a report and recommended actions.	Develop and implement a work plan. Facilitate approval and adoption of funding and financing mechanism and establishment of implementing organizations.	Continue to facilitate approval and adoption of funding and financing mechanisms and establishment of implementing organizations. Evaluate results and determine longer-term actions.	Partnership Funding and Financing Committee, COGs, EDCs, GVC
Objective B: Develop and implement a process for monitoring the performance and adequacy of regional infrastructure and determining future needs.				
Work with the COGs and EDCs to develop and adopt performance standards for regional infrastructure.	Develop process and methodology for measuring performance of regional infrastructure and for providing feedback to the responsible parties and stakeholders.	Monitor construction and performance of regional infrastructure. Provide data on performance.	Evaluate performance in comparison to standards. Identify future regional infrastructure needs. Prepare a report and recommendations for longer-term actions.	Partnership Funding and Financing Committee, COGs, EDCs, GVC
Goal 4: Improve the planning and development process to be consistent with the Regional Blueprint Plan and to provide incentives for smart growth.				
Objective A: Improve the sharing, access and use of planning and environmental resource data among state, COGs, local governments, business organizations, environmental groups, other stakeholders and the public for more informed decision-making.				
Identify regional and local and use and environmental data gaps. Develop a temporary portal through the California Environmental Resource Evaluation System (CERES) to ensure open access to regional data. Develop a plan for digitizing essential information and data.	Identify cooperating partner agencies and secure funding. Begin implementation of the plan. Identify a regional agency responsible for ongoing data aggregation and maintenance of a regional portal, sharing data with CERES.	Continue updating and making data and information available through regional portal.	Continue updating and making data and information available through regional data. Evaluate results and determine longer-term actions.	COGs, COG Technology Information Work Group, GVC, Resources Agency, University of California, Davis Information Center for the Environment (ICE), BTH, Cal/EPA, Appropriate Federal Agencies

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 5: Develop a long-range strategy for agriculture in the San Joaquin Valley that ensures its viability and sustainability.				
Objective A: Develop a long range plan to maintain the viability of agriculture in the region, as a leading strategy for economic development and as a key component of the Regional Blueprint Plan.				
Identify and convene stakeholders to develop the framework for a long range plan for the viability and sustainability of agriculture. Conduct workshops throughout the region and incorporate feedback into the framework.	Complete the plan for agriculture. Incorporate the plan for agriculture into the Regional Blueprint Plan and actions for economic development. Work with local governments to incorporate the plan into local General Plans. Develop process and methodology for tracking and evaluating progress.	Implement the plan for agriculture. Evaluate and report results in the Annual Progress Reports and at the Annual Summits. Coordinate activities with the Economic Development, Energy and Land Use, Agriculture and Housing recommendations.	Continue to evaluate and report results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	California Department of Food and Agriculture (CDFA), County Agriculture Commissioners, COGs, Local Governments, County Farm Bureaus, Resources Agency, BTH, Stakeholders, GVC
Objective B: Minimize the proliferation of ranchette development on important farmland.				
Work with COGs through the Regional Blueprint Plan process to determine the number of acres and individual ranchettes currently entitled or awaiting approval in each county. Develop a policy and process to limit new approvals of ranchettes during the process of completing the Plan.	Develop and incorporate into the Regional Blueprint Plan a policy of limiting ranchettes on important agriculture land, other working landscapes, and valuable habitats and open space. Consider minimum parcel size of 40 acres for crop land and 160 acres for grazing land. Identify in the Plan areas acceptable for additional ranchettes if appropriate. Develop model policies and ordinances for consideration by local governments.	Work with local governments to incorporate the Regional Blueprint Plan policies and strategies into General Plans and to adopt model policies, ordinances and incentives (which takes into account types of soils, availability and cost of water, and other relevant factors) to protect and preserve important farmland. Develop a process and methodology for tracking retention and preservation of important farmland.	Monitor and evaluate results and report in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions and update the agriculture plan to ensure the viability and sustainability of agriculture in the region.	COGs, Local Governments, GVC, Department of Conservation Farmland Mapping and Monitoring Program (DOC FMMP), County Farm Bureaus, American Farmland Trust (AFT), Other Stakeholders
Objective C: Reduce the loss of farmland attributable to General Plan amendments.				
Work with COGs through the Regional Blueprint Plan process to develop a standardized spatial map of all General Plans in the region, using uniform land classifications, and to identify a baseline data base for important farmland.	Develop and implement a system for tracking General Plan changes and impacts on important farmland. Develop a process for informing local governments about the implications and impacts. Develop model policies and ordinances for local government (consider "no net loss" policy) to reduce loss of important farmland.	Monitor and track results in the Annual Progress Reports and at the Annual Summits.	Continue to monitor and track results. Determine longer-term actions.	COGs, Local Governments, GVC, ICE, DOC FMMP

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 6: Ensure safe and healthy communities that provide a variety of housing types affordable to all residents with increased opportunities for home ownership.				
Objective A: Increase the number and availability of housing units for people of all income levels, especially working families.				
Work with the COGs through the Regional Blueprint Plan process to identify appropriate land to meet 20-year housing needs for population increases and workforce for all income levels. Identify appropriate zoning to accommodate all income levels.	Incorporate 20-year land supply and appropriate zoning into the Regional Blueprint Plan. Work with local governments to amend local General Plans consistent with the Regional Blueprint Plan.	Develop a process and methodology for tracking housing development and costs in the region. Evaluate results and report in the Annual Progress Reports and at the Annual Summits.	Continue to monitor and track results. Determine longer-term actions.	COGs, Local Governments, GVC, BTH, Caltrans
Objective B: Provide incentives for affordable housing that meets the needs of all income levels in the region.				
Complete above activities.	Identify prospective incentives for affordable housing. Develop model policies and ordinances to encourage housing affordable for all incomes. Analyze the feasibility of a regional Affordable Housing Trust Fund and employee assistance programs.	Work with local governments to adopt policies and ordinances to increase production of housing affordable for all incomes. If feasible, develop, capitalize and implement an Affordable Housing Trust Fund (if feasible) and other employee assistance programs.	Monitor and evaluate results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	COGs, Local Governments, GVC, BTH, HCD, Urban Land Institute (ULI), Homebuilding Industry, Other Stakeholders
Goal 7: Identify legislative and regulatory changes necessary to facilitate the implementation of the adopted goals and strategies.				
Objective A: Use the San Joaquin Valley as a pilot for testing new permitting and environmental review incentives that will facilitate infill and refill developments.				
Work with COGs and local governments to identify innovative permitting and environmental review incentives to facilitate infill and refill developments (as a preferable alternative to "green field" developments), including improvements to the California Environmental Quality Act (CEQA). Prepare a report and recommended actions.	Develop and implement a work plan in test innovative incentives. Consider legislation and regulations to implement CEQA improvements in conjunction with adoption and implementation of the Regional Blueprint Plan and updates of local General Plans.	Work with local governments to adopt and implement incentives. Develop process and methodology to monitor and evaluate results.	Continue to monitor and evaluate results. Prepare a report and recommendation regarding statewide applications based on the regional pilot.	COGs, Local Governments, GVC, BTH, Resources Agency, Stakeholders, State Legislators
Objective B: Develop an innovative approach to establishing a voluntary high-value open space conservation system.				
Work with COGs, local governments and Resources Agency to convene stakeholders to begin discussions of a comprehensive high-value open space conservation system (that will ensure participating landowners and jurisdictions are rewarded and protected for proactive open space planning and conservation).	Develop a policy framework and work plan to explore policies, strategies and incentives. Conduct workshops with stakeholders to obtain input and feedback. Prepare a report and recommended actions for high-value open space conservation system.	Seek legislation or regulatory authority to implement proposed policies, strategies and incentives. Begin implementation of adopted and authorized actions in partnership with landowners and local jurisdictions.	Continue implementation of a high-value open space conservation system. Monitor and evaluate results. Develop longer-term actions.	COGs, Local Governments, GVC, Resources Agency, Stakeholders

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective C: Increase the coordination among local General Plans region-wide to facilitate better land use, transportation, air quality, and energy outcomes.				
Complete above activities for preparing Regional Blueprint Plan.	Complete above activities for updating local General Plans to be consistent with Regional Blueprint Plan. Work with COGs and local governments to analyze feasibility of adopting a uniform schedule for updating General Plans in the future.	Decide whether or not to establish a uniform schedule for updating local General Plans. If so, determine whether or not to implement through voluntary agreement or legislation.	Develop a process for updating Regional Blueprint Plan and assisting local governments in updating General Plans.	COGs, Local Governments, GVC, Stakeholders, BTH, HCD, Stakeholders, State Legislators
Objective D: Analyze options for assessing impact fees that will promote above goals and objectives.				
Complete above activities for preparing Regional Blueprint Plan.	Work with COGs and local governments to research and analyze options (including legal nexus) of assessing impact fees, such as considering per acre fees instead of per unit fees to encourage higher intensity land use.	Conduct workshops to obtain input and feedback. Prepare report and recommended actions. Seek authorizing legislation if necessary. Develop model policies and ordinances.	Work with local governments to implement model policies and ordinances. Evaluate results and determine longer-term actions.	COGs, Local Governments, GVC, Stakeholders, BTH, HCD, Stakeholders, State Legislators

Air Quality

Challenge

The San Joaquin Valley experiences some of the worst ozone and particulate air pollution in the nation. Significant progress has been made in recent years, but the challenges ahead remain daunting. The Valley faces the twin challenges of attaining two federal air quality standards: the ozone 8-hour standard and the particulate matter PM2.5 standard. The current deadline to attain the federal 8-hour ozone standard is 2013, with the ability to "bump-up" to a later attainment year if necessary. The PM2.5 attainment deadline is 2015, which includes the single extension allowed by the federal Clean Air Act; a further extension is not possible. Attainment requires compliance for three consecutive years. Failure to attain the standards by the mandated deadline carries potential federal penalties, including permitting sanctions and loss of federal transportation funding.

PM2.5 and ozone exposure both have substantial adverse health impacts. Valley residents regularly suffer asthma attacks, acute bronchitis, lost work days, reduced activity, hospital admissions, school absences, and even premature death because of exposure to air pollution. One in six Valley residents has been diagnosed with asthma. Valley youth experience asthma complications more than children across California and across the nation. Youth who grow up in smoggy areas have lungs that are underdeveloped by the age of 18 and will likely never recover. Teenagers that live in more polluted areas are five times as likely to have clinically-low lung function as teens living in low-pollution areas. Each year, asthma accounts for 808,000 days of Valley school absences. Despite significant reductions in emissions of ozone-forming pollutants over the past 15 years, Valley residents still breathe ozone levels above the federal 8-hour standard about one-third of the year. A recent report puts the cost of non-attainment at more than $3 billion per year or, an average of $1,000 per Valley resident per year. These health and economic impacts make it essential to reduce public exposure to the pollutants as quickly as possible.

The San Joaquin Valley's geography, topography, and climate conditions add to the challenge. The Valley experiences low regional air evacuation and dispersion rates, frequent inversions, abundant sunlight and extreme temperatures. These conditions accelerate and intensify precursor conversion to ozone and PM2.5. Every unit of emission in this region creates a disproportionate pollution impact. For example, in 2005 the Bay Area emitted approximately 5 times the ozone precursor loads of the San Joaquin Valley per square mile, yet had far fewer ozone violations. The South Coast had an ozone precursor emissions density approximately 7 times greater than the San Joaquin Valley, yet the Valley and the South Coast experienced a similar number of 8-hour ozone violations. To further complicate matters: pollution from the Bay Area accounts for as much as 27% of the air pollution in the Valley's northern counties; traffic on Highway 99 and Interstate 5, principal north-south goods movement corridors for the state, adds greatly to the problem; and Valley population is projected to grow at a rate 65% higher than the state average. These factors all put an exclamation point on the need for urgent action.

> The Partnership has provided a Valley Forum for all us from diverse backgrounds, both public and private sectors to affect change. We have made tremendous strides working collaboratively to improve the socio-economic infrastructure plans for future generations of Central Valley residents. But our work has only just begun, as we have great opportunities to further meet the needs of the communities we serve throughout the San Joaquin Valley.
>
> Jose Rivera
> Civic Leader
> San Joaquin County

Large emission reductions will occur through the ongoing implementation of regulations already adopted by the California Air Resources Board (ARB) and the San Joaquin Valley Unified Air Pollution Control District (District). The District's October 16, 2006 Draft Ozone Plan indicates that through the combination of local controls and California's mobile source control program, Oxides of Nitrogen (NOx) and Reactive Organic Gas (ROG) emissions reductions on the order of 200 tons per day are expected in the San Joaquin Valley by 2012, from nearly 1,000 tons/day to approximately 800 tons/day. The Draft Ozone Plan also indicates that additional reductions on the order of 400 tons per day will be required for attainment of standards by 2012, requiring actions that go well beyond existing controls and programs. To provide perspective on the magnitude of the challenge, consider: mobile sources are the biggest ozone contributor to the Valley's pollution, representing 79% of total NOx and 40% of total ROG, but the hypothetical elimination of all current truck and passenger vehicle traffic in the Valley would be insufficient to achieve 8-hour ozone attainment by 2012. There are no "silver bullet" solutions; attainment will require an innovative multi-faceted program. A viable plan requires emissions reductions from all sectors. In addition, it will take a combination of regulatory and incentive measures to attain clean air standards. And, current incentive programs are generating annual emissions reductions of 1.5 tons per day, hardly meaningful when the aim is to close a 400 ton per day gap. New air quality modeling developed following the release of the Draft Ozone Plan is providing emission reduction targets that change the size of the gap in 2012 and later years. For example, in 2020 the gap may be closer to 150 tons per day with a NOx-focused strategy.

The District and the ARB are in the process of developing a State Implementation Plan (SIP) for the Valley, which is required to show how the region will attain the standards. The most significant near-term challenge facing the District is the development by June 2007 of an 8-hour ozone SIP that meets EPA criteria for approval. Failure to submit an approvable SIP carries federal sanctions. If attainment

cannot be reached, the District has the option to apply for a time deferral (a "bump-up"). A request for re-classification from the current "serious non-attainment" designation to "severe-17" designation allows for deferral of attainment to 2020 but will have serious health and economic impacts for Valley residents. Further, such a change in designation only will be approved if the federal Environmental Protection Agency (EPA) finds the SIP to be attainable by 2020. As a final option, the Valley can request "extreme" designation. This defers attainment to 2023 and allows the District to place an unresolved emissions reduction gap in a "black box" (solutions to be determined at a date beyond June 2007 completion of the SIP), but this option has even more serious health and economic consequences.

To complement the SIP, the Partnership has identified institutional constraints to the attainment of these standards and is proposing actions to minimize or eliminate them. The EPA should consider how to accelerate investments to assist the region in achieving federal standards. Research and development of innovative control technologies and alternative fuels must be accelerated. Every effort must be made to improve air quality without constraining existing and future manufacturing capacity. Most importantly, incentives to reward adoption of clean technology must be substantially increased.

> The Partnership is providing a clear roadmap for the future prosperity of the Valley, which is important to all Californians because the Valley will be absorbing so much of California's future growth.
>
> Pete Weber
> Liaison for Federal Task Force

As important as it is to take short-term actions to strive to attain EPA standards by 2012 and 2015, it is equally important to spur longer-term actions that will provide sustainable air quality improvements, such as planning for land use and transportation that will reduce vehicle trips and facilitate use of transit, and developing alternative fuels and renewable energy.

Finally, it is essential that this challenge be approached as a partnership between the EPA, Cal/EPA, ARB and the District. These agencies are jointly responsible for air quality standards in their regulatory roles, and at the same time share an obligation to develop and implement plans that produce the desired outcomes. Failure to meet air quality standards will result in protracted detrimental health effects and adverse economic impacts.

Scope of Work

- Establish a diverse, broadly representative work group of Valley stakeholders for the purpose of engaging around a set of federal, State and regional strategies to improve air quality in the region.
- Develop a shared understanding of the air quality challenges of the region.
- Facilitate a series of round-table discussions with the San Joaquin Valley Air District, the California Air Resources Board, Cal/EPA and EPA to encourage a dialogue about locally conceived policy priorities and solutions to the air quality challenges of the Valley.
- Participate in public forums to solicit initial input as well as feedback on proposed strategic action proposal from Valley residents.
- Evaluate, recommend and implement alternative paths to generate funding to invest in new research and technology to accelerate deployment of emission-reducing technologies.
- Evaluate, prioritize and recommend strategies to reduce emissions from on-road and off-road mobile sources.
- Evaluate, recommend and implement strategies to reduce emissions from stationary sources.
- Explore and recommend strategies for widespread adoption of renewable energy and biofuels in the San Joaquin Valley to enhance ongoing air quality improvement strategies.
- Explore major transportation modes with respect to reducing air emissions (such as expanded rail service versus truck transportation for bulk commodities and products).
- Coordinate with the Land Use, Agriculture and Housing and Transportation Work Groups to evaluate, recommend and implement land use planning with a view to mitigate air quality impacts.
- Evaluate and recommend changes in governmental oversight to ensure a unified approach to implementation of recommended strategic plan.
- Submit an Air Quality Strategic Action Proposal for consideration by the Partnership Board.

Summary of Recommendations

The recommended actions focus on mobilizing collaboration among the responsible agencies to accelerate efforts to achieve air quality compliance by 2012 and 2015, with a preference for significantly expanded incentives as the leading strategy. They also address the inter-relationships between air quality and land use, transportation and energy.

1. Eliminate institutional constraints to achieve the EPA standards for 8-hour ozone and PM2.5 by the current attainment date, or as soon as practicable thereafter.
2. Encourage EPA adoption of tighter federal emission control standards.
3. Expand or create new incentive mechanisms to accelerate technology adoption.
4. Facilitate the development and use of clean energy.
5. Improve efficiency of goods and people movement.
6. Encourage green local government.
7. Accelerate research of critical emissions.
8. Improve public education.

Air Quality

Mission

Enable residents to enjoy healthy air by removing the adverse impacts of poor air quality and improving the quality of life.

Indicators: Decrease in ozone precursors. Decrease in particulate matter. Decrease in number of days with 8-hour ozone exceedances. Increase in the use of clean energy. Increase in the use of clean fuels. Decrease in attributable mortality rates. Decrease in asthma rates.

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 1: Achieve U.S. Environmental Protection Agency (EPA) standards for 8-hour ozone and PM2.5 by the current attainment date, or as soon as practicable thereafter.				
Objective A: Negotiate with U.S. EPA to address federal constraints on alternative compliance emission reduction programs and to eliminate institutional constraints.				
Conclude negotiations with SJVAPCD, ARB and U.S. EPA to provide more flexibility for alternative compliance programs and develop action plan.	Initiate action plan implementation. Report results in Annual Progress Report and at Annual Summit.	Report results in Annual Progress Report and at Annual Summit. Evaluate results and revise program as appropriate to achieve attainment.	Develop and implement longer-term actions to achieve and maintain attainment. Report results in Annual Progress Report and at Annual Summit.	San Joaquin Valley Air Pollution Control District (SJVAPCD), California Environmental Protection Agency (Cal/EPA), California Air Resources Board (ARB), EPA
Objective B: Negotiate with U.S. EPA for allowance of State Implementation Plan (SIP) credits for incentive programs.				
Obtain approval for incorporation of incentive-based programs in SIP.	Implement incentive-based programs. Report results in Annual Progress Report and at Annual Summit.	Evaluate results and revise program as appropriate.	Maintain effective incentives and monitor results.	SJVAPCD, Cal/EPA, ARB, EPA
Objective C: Work with ARB to identify appropriate criteria and approach for incentive programs and develop action plan. *(See Goal 3)*				
Conclude negotiations with SJVAPCD and ARB and develop action plan to enable effective implementation of incentive-based programs delineated in Goal 3.	Implement action plan (Goal 3). Report results in Annual Progress Report and at Annual Summit.	Evaluate results and revise program as appropriate.	Ongoing.	SJVAPCD, Cal/EPA, ARB
Goal 2: Encourage EPA adoption of tighter federal emission control standards.				
Objective A: Recommend that ARB work with U.S. EPA to ensure that on- and off-road heavy duty vehicles and equipment comply with applicable new and in-use emission standards.				
Request and facilitate re-evaluation by ARB and EPA of process for determination of in-use emission rates of vehicles and equipment to ensure emissions are within expected range. Prepare report on outcome.	Implement results of re-evaluation by ARB and EPA. Monitor and assess results.	Evaluate results and revise program as appropriate.	Ongoing.	Cal/EPA, ARB, EPA
Objective B: Encourage U.S. EPA to develop strong emission control standards for locomotives.				
Request U.S. EPA to adopt and apply Tier 3 locomotive standards. (Tier 3 locomotives not yet available.)	Request assistance of U.S. EPA and Cal/EPA / ARB to assist in negotiations with railroads for Tier 3 adoption and approval of monitoring and enforcement plan.	Monitor implementation and results. Determine additional steps to achieve objective. Report results in Annual Progress Report and Annual Summit.	Evaluate results. Report results in Annual Progress Report and at Annual Summit.	Cal/EPA, ARB, SJVAPCD

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Objective C: Negotiate with railroads to ensure early introduction of the cleanest locomotives into the San Joaquin Valley fleet.				
Engage railroads in discussions regarding Tier 3 locomotive standards. (Tier 3 locomotives not yet available.)	Negotiate Tier 3 adoption schedule with railroads.	Replace 10% of fleet per year with Tier 3 locomotives.	Replace 40% of older locomotives. Minimum 7 tons/day emission reductions by 2015.	Cal/EPA, ARB, SJVAPCD
Goal 3: Implement incentive mechanisms to accelerate adoption of air quality mitigation technologies.				
Objective A: Enact state-level incentives to accelerate adoption of stationary-emissions reduction technology and encourage investment in clean energy and alternative fuels.				
Explore feasibility and funding mechanisms for state-level incentives, including the concept of an "air quality mitigation zone." Prepare report on options. (Target funding: $50 million/year.)	Seek authorizing legislation. Develop implementation plan and launch program, including marketing incentives to investors.	Evaluate results and adjust program as needed.	Review progress and modify as appropriate.	Valley State Legislators
Objective B: Enact federal-level incentives to accelerate adoption of stationary-emissions reduction technology and encourage investment in clean energy and alternative fuels.				
Explore feasibility and funding mechanisms for federal-level incentives, including the concept of an "air quality empowerment zone." Prepare report on options. (Target funding: $100 million/year.)	Seek authorizing legislation. Develop implementation plan and launch program, including marketing incentives to investors.	Evaluate results and adjust programs as needed.	Review progress and modify as appropriate.	Valley Congressional Representatives
Objective C: Establish and fund a 5-year program to scrap and replace approximately 6,000 gross polluting passenger vehicles per year and achieve 20 tons/day emissions reduction over 5 years.				
Design program and identify funding sources. Prepare report and recommendations for action. (Target funding: $24 million/year.)	Seek authorizing legislation and/or regulatory approvals. Secure funding. Develop implementation plan and launch program.	Evaluate results and determine whether or not to continue program. Amend program as appropriate.	Develop and implement longer-term actions.	Valley State Legislators and Congressional Representatives, Cal/EPA, ARB, SJVAPCD
Objective D: Establish and fund a 5-year program to scrap and replace approximately 7,500 heavy duty diesel trucks per year and achieve 60 tons/day emissions reduction over 5 years.				
Design program and identify funding sources. Prepare report and recommendations for action. (Target funding: $300 million/year.)	Seek authorizing legislation and/or regulatory approvals. Secure funding. Develop implementation plan and launch program.	Evaluate results and determine whether or not to continue program. Amend program as appropriate.	Develop and implement longer-term actions.	Valley State Legislators and Congressional Representatives, Cal/EPA, ARB, SJVAPCD
Objective E: Establish and fund a 5-year scrap and replace program for off-road equipment to achieve 10 tons/day emissions reduction over 5 years.				
Design program and identify funding sources. Prepare report and recommendations for action. (Target funding: $50 million/year.)	Seek authorizing legislation and/or regulatory approvals. Secure funding. Develop implementation plan and launch program.	Evaluate results and determine whether or not to continue program. Amend program as appropriate.	Develop and implement longer-term actions.	Valley State Legislators and Congressional Representatives, Cal/EPA, ARB, SJVAPCD

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective F: Implement school bus fleet modernization.				
Develop program, drawing upon existing programs and new funds, including general obligation bonds should voters approve. Begin implementation if feasible.	Continue implementation and evaluate need for additional funds. Secure additional resources if needed.	Evaluate results to achieve objective of average school bus age being at or below the statewide average.	Develop and implement longer-term actions.	Cal/EPA, ARB, SJVAPCD, School Districts
Goal 4: Promote clean energy projects. *(See Energy Recommendations.)*				
Objective A: Establish a San Joaquin Valley Clean Energy Office. *(See Energy Recommendations.)*				
Develop organizational structure and program for Clean Energy Office to pursue goal of 20% new power generation from renewable resources. Secure funding and open. Begin work on demonstration projects and technical assistance.	Continue technical assistance and demonstration projects. Coordinate with establishment of San Joaquin Valley clean energy organization (SJVCEO). Secure increased proportional share of "public benefits charges revenues" for expanded program.	Evaluate results and modify program as appropriate to optimize impact.	Evaluate and determine whether or not to continue the program. Develop and implement longer-term actions.	SJVAPCD, California Public Utilities Commission (CPUC), California Energy Commission (CEC), Resources Agency, SJVCEO
Objective B: Establish a "clean vehicle information exchange" program				
Design program and identify funding sources. Prepare report and recommendations for action. (Objective is for program to become self-funding within 5 years.)	Seek authorizing legislation and/or regulatory approvals. Secure funding. Develop implementation plan and launch program.	Evaluate results and modify program as appropriate to optimize impact and become self-funding.	Evaluate and determine whether or not to continue the program. Develop and implement longer-term actions.	SJVAPCD, Valley State Legislators and Congressional Representatives, SJVCEO
Objective C: Implement community-choice energy aggregation project. *(See Energy Recommendations.)*				
Support initial pilot with Kings River Conservation District delineated in Energy Recommendations.	Evaluate results and determine feasibility of expanding program.	Implement expanded community-choice energy aggregation as appropriate.	Develop and implement longer-term actions.	SJVCEO, Kings River Conservation District, Local Governments, Stakeholders
Objective D: Implement pilot net metering program within same agricultural operation or water district *(See Energy Recommendations.)*				
Design pilot program for implementation within a water district. Prepare report and recommendations for action.	Seek authorizing legislation and/or regulatory approvals. Develop implementation plan and launch program.	Evaluate results and modify program as appropriate to optimize impact.	Develop and implement longer-term actions.	CPUC, SJVCEO, Agricultural Industry, Valley State Legislators
Objective E: Promote the use of agricultural biomass for fuel and energy production. *(See Energy Recommendations.)*				
Support implementation of Energy Recommendations.	Based on implementation of Energy Recommendations, determine the potential contribution to air quality improvements and integrate into action plans for attainment.	Evaluate results and modify air quality action plans as appropriate.	Develop and implement longer-term actions.	USDA, SJVAPCD, Cal/EPA, ARB, CEC, Agriculture Industry

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 5: Improve transportation mobility and goods movement. *(See Transportation Recommendations.)*				
Objective A: Support surface transportation improvements.				
Support implementation of Transportation Recommendations for surface transportation improvements, including market-based solutions, tolling, and urban traffic synchronization.	Based on implementation of Transportation Recommendations, determine the potential contribution to air quality improvements and integrate into action plans for attainment.	Evaluate results and modify air quality action plans as appropriate.	Develop and implement longer-term actions.	Councils of Government (COGs), Business, Transportation and Housing Agency (BTH), Department of Transportation (Caltrans), California Transportation Commission (CTC), Federal Highway Administration (FHWA)
Objective B: Support goods movement infrastructure improvements				
Support implementation of Transportation Recommendations for goods movement, including dedicated truckways, expanded rail, and short sea shipping.	Based on implementation of Transportation Recommendations, determine the potential contribution to air quality improvements and integrate into action plans for attainment.	Evaluate results and modify air quality action plans as appropriate.	Develop and implement longer-term actions.	COGs, BTH, Caltrans, CTC, FHWA, Cal/EPA, ARB
Objective C: Support public transportation improvements.				
Support implementation of Transportation Recommendations for public transit, including multi-modal facilities, expanded passenger rail, local bus systems, and high-speed rail.	Based on implementation of Transportation Recommendations, determine the potential contribution to air quality improvements and integrate into action plans for attainment.	Evaluate results and modify air quality action plans as appropriate.	Develop and implement longer-term actions.	COGs, BTH, Caltrans, CTC, FHWA, Cal/EPA, ARB, Local Governments
Goal 6: Encourage "green" local government policies and sustainable communities.				
Objective A: Accelerate the use of clean energy technologies in local governments and state operations.				
Inventory best practices. Review Moyer guidelines modified by ARB and consult SJVAPCD regarding new guidelines. Prepare report and recommendations for action. Determine green best practices potential to contribute to air quality improvement and integrate into action plans for attainment.	Develop and implement education and technical assistance program for local governments, including preparing a "tool kit" for green practices and sustainable communities. Coordinate with the Regional Blueprint Plan process.	Continue to implement education and technical assistance program. Evaluate results and air quality action plans as appropriate.	Develop and implement longer-term actions.	SJVCEO, CEC, Cal/EPA, COGs, Local Governments
Objective B: Include criteria for impacts on air quality for local government and state procurement contracts.				
Request ARB and SJVAPCD to prepare model process and criteria along with proposal for implementation.	Develop and implement plan for distribution of model process and criteria. Assess impact and effectiveness.	Evaluate results and determine whether or not to continue with process.	Modify process as appropriate.	Cal/EPA, ARB, SJVAPCD, COGs, Local Governments

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Objective C: Support development and adoption of efficient land use patterns and green building standards. *(See Land Use, Agriculture and Housing Recommendations.)*				
Support implementation of Land Use, Agriculture and Housing Recommendations, in coordination with Regional Blueprint Plan process, for efficient land use patterns and green building standards. Request assistance of relevant state agencies.	Based on implementation of Land Use, Agriculture, and Housing Recommendations, determine the potential contribution to air quality improvements and integrate into action plans for attainment.	Evaluate results and modify air quality action plans as appropriate.	Develop and implement longer-term actions.	COGs, Local Governments (Request assistance of BTH, Cal/EPA, CEC)
Goal 7: Accelerate research on emission-reduction strategies and clean-air technologies, establishing the San Joaquin Valley as a leader in innovation. *(See Energy Recommendations.)*				
Objective A: Support research on agricultural PM10, PM2.5 and ROG emissions.				
Encourage convening of work group of agriculture industry, other stakeholders, experts and research institutions to develop a research plan.	Secure funding and other resources to implement research plan. Determine potential contribution to air quality improvements and integrate into action plans for attainment.	Monitor and report results of research. Develop and implement applications as feasible.	Continue research and implementation of applications as feasible.	Agriculture Industry, SJVAPCD, ARB, Research Institutions
Objective B: Support research of dairy emissions sources and Best Available Control Technology (BACT).				
Encourage convening of work group of agriculture industry, other stakeholders, experts and research institutions to develop a research plan. Inventory BACT and prepare a report and recommendations for action. (Target funding: $37.5 million)	Secure funding and other resources to implement research plan. Determine potential contribution to air quality improvements and integrate into action plans for attainment. Develop and implement plan for distributing BACT information and encouraging adoption.	Continue to promote adoption of BACT. Evaluate results, determine potential contribution to air quality improvements and integration into action plans for attainment. Develop and implement applications as feasible.	Evaluate results and modify air quality action plans as appropriate. Continue research and implementation of applications as feasible.	Dairy Industry, SJVAPCD, Cal/EPA, ARB, Research Institutions
Objective C: Support research for renewable energy and alternative fuels. *(See Energy Recommendations.)*				
Goal 8: Improve public understanding of air quality issues and solutions.				
Objective A: Conduct a Public Education Campaign.				
Develop a plan for a public education program, including establishing a baseline through data gathering and public survey(s).	Secure funding or sponsorship and launch implementation of program.	Evaluate results and modify program as appropriate.	Develop and implement longer-term actions.	SJVAPCD, Cal/EPA, ARB, Stakeholders, Public and Private Sponsors
Objective B: Prepare and distribute a "user-friendly" air quality section of the Annual Progress Report.				
Develop template for "user-friendly" air quality section of the Annual Progress Report, including highlights from regional air quality action plans and SIP. Begin gathering baseline data and information.	Prepare air quality section for first Annual Progress Report and discuss at Annual Summit. Continue annually and utilize Annual Progress Report and Annual Summit to modify action plans as appropriate.	Continue Annual Progress Report and Annual Summit process.	Continue Annual Progress Report and Annual Summit process.	Partnership, SJVAPCD, Cal/EPA, ARB

Water Quality, Supply and Reliability

Challenge

The growing population and expanding economy of the San Joaquin Valley require an adequate water supply of sufficient quality that is reliable for the all sectors as well as the environment. The current supply is inadequate for the future and there is a significant annual groundwater basin overdraft that must be reversed. In addition, the San Joaquin River is a valuable natural asset that needs to be restored and protected while developing additional water supplies.

Solutions must embrace efficient water use practices as well as construction of additional storage, both surface and groundwater. Further, approximately 20% of all electrical energy consumed in the state is used to pump, transport or treat water; thus there is a synergistic, interdependent relationship between water and energy that must be addressed in the actions to assure an adequate water supply.

Prior to the establishment of the Partnership, the Congressional Delegation initiated the development of the San Joaquin Valley Regional Water Plan and enlisted the expertise of the California Water Institute at California State University, Fresno to facilitate the planning effort. The Partnership decided to support and coordinate with the Regional Water Plan activities, which have been organized into four subjects: (1) Water Supply, (2) Water Quality, (3) Flood Control, and (4) Environmental Enhancement. The Regional Water Plan also is being coordinated with State water planning efforts which are consistent with the concept of regional resource management.

> The Partnership brings together local public and private representatives with the Governor's Cabinet in a bipartisan nature to work towards common goals and objectives of regional significance. Due to the Valley's challenges, this area uniquely needs this attention.
>
> Paul Boyer
> Councilman
> City of Farmersville

Scope of Work

- Survey all relevant state, federal and local agencies, entities and individuals regarding existing needs, water projects and institutional barriers. Utilize the information in DWR Bulletin 160 and coordinate all activities with the San Joaquin Valley Regional Water Plan being developed.
- Organize survey information into a database to catalogue water-related needs: (a) water supply; (b) water quality; (c) flood control; and (d) environmental enhancement.
- Delineate legal and institutional barriers to meeting regional water-related needs.
- Develop a Water Master Plan and Business Plan, including a focus on flood control.
- Develop a strategic plan for energy supply, alternative renewable resources, and efficiencies, beginning with the California Energy Commission Integrated Energy Policy Report.

Summary of Recommendations

The recommended actions focus on increasing water use efficiency coupled with expanding water storage to achieve sufficient water quality, supply and reliability for the region. Water use management also is being closely linked to strategies to increase energy efficiency.

1. Develop and implement an integrated San Joaquin Valley Regional Water Plan.
2. Incorporate major levee enhancements in Sacramento-San Joaquin Delta and San Joaquin Valley to safeguard regional water quality and water supply as well as provide for flood control.
3. Augment surface and groundwater banking programs and recycled water projects in the San Joaquin Valley.
4. Improve water quality and expand salinity management infrastructure development.
5. Promote riparian environmental restoration.
6. Expand agricultural and urban water use efficiency and energy efficiency programs.

Water Quality, Supply and Reliability

Mission

Ensure a reliable, adequate quality water supply to sustain a high quality of life, and a world-class agricultural sector, while protecting and enhancing the environment.

Indicators: Completion of the San Joaquin Valley Regional Water Plan. Completion of the San Joaquin River and Tulare Lake Basin Plans. Increase in the integrity of the Sacramento-San Joaquin Delta and San Joaquin Valley levees. Completion of projects for surface storage, groundwater banking, and recycling brackish water. Establishment of a salinity management entity. Increase in water supply reliability and quality. Increase in access to clean water. Increase in environmental restoration along major riparian corridors and watersheds. Completion of agricultural and urban water-energy use efficiency programs. Decrease in per capita urban water consumption. Increase in water and energy use efficiency per unit of agriculture production. agriculture production.

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 1 : Develop and implement a comprehensive San Joaquin Valley Regional Water Plan.				
Objective A: Provide management, technical and administration support for development of the San Joaquin Valley Regional Water Plan.				
Continue with ongoing development of federal-state integrated San Joaquin Valley Regional Water Management Plan.	Continue with ongoing development of federal-state San Joaquin Valley Regional Water Management Plan to complete by October 2008. Develop implementation work plan to complete by October 2009.	Begin implementation of the San Joaquin Valley Regional Water Management Plan. Secure funding and begin construction of priority projects.	Continue implementation of the San Joaquin Valley Regional Water Management Plan and construction of priority projects. Evaluate results and amend Plan and work plan as appropriate.	San Joaquin Valley Regional Water Plan Task Group, U.S.Bureau of Reclamation (USBR), Department of Water Resources (DWR), Local Water Agencies, Local Governments, Stakeholders
Objective B: Coordinate and integrate the San Joaquin Valley Regional Water Plan with other key plans for management of the region's water resources.				
Facilitate planning coordination with other key water management plans for the region.	Integrate and cross-reference other key water management plans into the San Joaquin Valley Regional Water Management Plan. Delineate in the work plan mechanisms for coordination with other plans.	Monitor implementation of other water management plans and coordinate construction of priority components of the San Joaquin Valley Regional Water Plan.	Continue coordination of implementation of the water management plans.	San Joaquin Valley Regional Water Plan Task Group, USBR, DWR, Local Water Agencies, Local Governments, Stakeholders
Goal 2: Strengthen levees in the Sacramento-San Joaquin Delta and San Joaquin Valley to safeguard regional water quality and quantity and to provide flood control.				
Objective A: Improve the levees of the San Joaquin, Kings and Kern Rivers and tributaries to assist communities meet 100-year+ flood protection standards and levee certification standards from the Federal Emergency Management Agency.				
Assist in completion of a detailed regional levee survey. Prepare a summary report with identified priorities for action.	Develop a regional plan and identify priorities for action, including governance by Fall 2008. Secure authorizing legislation if needed. Begin construction by Spring 2009.	Continue construction of improvement projects in two-year increments.	Continue construction of projects to complete essential improvements. Evaluate progress and determine longer-term actions.	DWR, USBR, U.S. Army Corp of Engineers (USCE), County, California Reclamation Board, State Water Resources Control Board (SWRCB), Local Water Agencies, Local Governments, Stakeholders
Objective B: Improve significantly the integrity of the Delta levee system.				
Support implementation of DWR and Bay-Delta Authority recommendations for improving integrity of Delta levee system.	Support construction of Delta levee improvements.	Continue to support construction of Delta levee improvements.	Continue to support construction and completion of Delta levee improvements. Evaluate progress and determine longer-term actions.	DWR, USBR, USCE, County, California Reclamation Board, SWRCB, Local Water Agencies, Local Governments, Stakeholders

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 3: Augment surface, groundwater banking programs and recycled water projects in San Joaquin Valley.				
Objective A: Complete Upper San Joaquin River Basin Project.				
Continue with and complete initial alternatives information studies.	Prepare plan formulation report. Develop preliminary preferred plan and final feasibility report (EIS/EIR).	Prepare financing plan and federal and state enabling legislation. Prepare construction plans and specifications. Secure funding and let construction contract by early 2013.	Begin construction by 2014 and complete project by late 2016.	USBR, USCE, DWR, Stakeholders, Financing Authority (if appropriate)
Objective B: Promote and support up to five conjunctive use projects that can be commissioned or enhanced in 2007-2017 period.				
Complete policy paper delineating the parameters of a Madera Irrigation District groundwater banking project (preliminary site acquisition, geo-hydrology investigation, surplus water acquisition, environmental assessment, governance, power requirements, distribution of retrieved water, coordination with regional water plans, financing mechanisms and requisite legislation).	Secure funding and complete feasibility study for Madera Irrigation District project. Complete EIS/EIR by Fall 2009. Identify other prospective conjunctive use projects and develop a work plan.	Begin construction by mid-2011 of the Madera Irrigation District project. Prepare feasibility studies and develop plans for other conjunctive use projects. Begin preparing EIS/EIR for other projects.	Complete construction and begin operations of the Madera Irrigation District project. Complete plans and secure funding for other conjunctive use projects.	Madera Board of Supervisors, Madera Irrigation District, USBR, DWR
Objective C: Develop recycled and inland brackish water projects to expand regional water supplies.				
Integrate planning for expanding locally-developed water management and water recycling into Regional Water Plan to significantly increase yield above current 500,000 acre feet yield.	Continue with and complete comprehensive feasibility study. Identify participating partners and secure funding sources.	Begin construction of projects. Monitor progress. Identify partners and secure funding for additional projects. Expand distribution systems and end-users as required.	Complete initial projects to become operational by mid-2014. Continue to construct additional projects. Evaluate results and determine longer-term actions.	DWR, USBR, Department of Health Services (DHS), Central Valley Clean Water Association, Local Water Agencies, Local Governments, Stakeholders
Goal 4: Develop and implement water quality and salinity management infrastructure.				
Objective A: Develop a Salinity Management Plan to be implemented as an update to the San Joaquin River and Tulare Lake Basin Plans.				
Convene stakeholders to establish a salinity management entity to proactively work with local governments and water agencies and to forestall further surface and groundwater quality deterioration from salinity buildup in urban and rural areas. (Santa Ana Watershed Project Authority may be a model.) Determine approach to updating the San Joaquin River and Tulare Lake Basin Plans.	Establish a salinity management entity to collaboratively and comprehensively address regional salinity issues. Prepare a work plan to develop a Salinity Management Plan. Secure funding and begin preparation of the Plan that incorporates the best science and reflects changing conditions.	Complete Salinity Management Plan. Determine ongoing financial support for the salinity management entity. Secure funding and begin implementation of the Plan and construction of projects.	Continue implementation of the Plan and construction of projects. Evaluate results and determine longer-term actions. Update Regional Water Plan and San Joaquin River and Tulare Lake Basin Plans as appropriate.	Local Water and Wastewater Agencies, DWR, USBR, California Environmental Protection Agency (Cal/EPA), U.S. EPA, SWRCB, Central Valley Regional Water Quality Control Board, Stakeholders

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Objective B: Ensure all communities have adequate sanitary sewage disposal facilities.				
Convene local jurisdictions and stakeholders to identify up to five regional wastewater treatment projects to further the objective. Develop a framework for assisting project sponsors and providing technical assistance.	Prepare a work plan to provide technical assistance to planning the five regional wastewater treatment projects. Identify costs and alternatives for funding and financing. Prepare a report and recommended actions.	Continue to assist project sponsors in securing funding and preparing plans for construction. Support pre-development, preliminary engineering, and environmental evaluation activities. Assist project sponsors in securing requisite approvals and funding. Begin construction of projects.	Continue to assist project sponsors in securing funding and completing construction. Evaluate results and determine longer-term actions.	Local Water and Wastewater Agencies, Local Governments, DWR, USBR, Cal/EPA, SWRCB, U.S. Department of Agriculture (USDA)
Objective C: Ensure all communities provide water that meets state and federal drinking water standards.				
Inventory and characterize all communities that do not meet state and federal drinking water standards. Prepare a report and recommended actions.	Develop an action plan to assist communities in meeting standards, including estimation of costs and identification of potential sources. Prioritize projects.	Assist communities in securing approvals and funding for design of projects. Begin construction of priority projects.	Continue to assist project sponsors in securing funding and completing construction. Evaluate results and determine longer-term actions.	Local Water Agencies, Local Governments, DHS, DWR, Cal/EPA, SWRCB, USDA
Goal 5: Expand environmental restoration.				
Objective A: Develop and implement a San Joaquin Valley Ecosystem Restoration Plan.				
Convene local, regional, state, and federal governmental agencies with stakeholders to develop a strategic approach and recommend actions for developing a San Joaquin Valley Ecosystem Restoration Plan that will enhance environmental quality and support eco-tourism.	Develop the San Joaquin Valley Ecosystem Restoration Plan. Convene workshops to obtain input and feedback from stakeholders and the public. Begin development of programmatic EIS/EIR.	Secure funding and begin implementation of the San Joaquin Valley Ecosystem Restoration Plan. Launch public education and outreach to engage the public in the effort, particularly schools and students who can incorporate the field experience into classroom learning.	Continue implementation of the San Joaquin Valley Ecosystem Restoration Plan. Evaluate results and determine longer-term actions.	Local Water Agencies, Local Governments, Councils of Government, DWR, USBR, USDA, Department of Conservation, Resource Conservation Districts, Stakeholders, School Districts
Objective B: Complete San Joaquin River restoration consistent with the settlement between the Friant Water Users Authority and the National Resource Defense Council (NRDC).				
Translate Settlement Agreement to final engineering design for physical improvements to include channel geometry, riparian habitat, fish passages and other key elements. Begin environmental review process.	Continue planning, design and environmental processes to implement settlement. Initiate construction of restoration improvements in all five specific reaches to achieve interim restoration flows by 2009.	Secure funding and begin construction by 2010 to achieve regular restoration flows by 2014.	Continue construction and complete by 2016 to comply with the settlement and achieve San Joaquin River restoration.	Friant Water Users Authority, Natural Resources Defense Council, US Department of the Interior; USBR, U.S. Fish and Wildlife Services, DWR, Department of Fish and Game, Stakeholders

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 6: Expand agricultural and urban water-energy use efficiency programs.				
Objective A: Implement cost-effective, results-oriented, agricultural water-energy use efficiency diagnostic, repair and retrofit projects.				
Convene water agencies, public utilities, and other public and private stakeholders to identify existing and prospective water-energy use efficiencies through diagnostic, repair and retrofit strategies. Prepare a report and recommended actions to expand existing programs and fill in the gaps.	Develop a work plan. Engage partners and secure funding. Begin implementation by 2009. Develop process and methodology for tracking progress and reporting results.	Continue to implement the work plan and construction of projects. Track results and report in the Annual Progress Reports and at the Annual Summits.	Continue to implement the work plan and construction of projects. Continue to reports results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	Water Agencies, Public Utilities, DWR, California Energy Commission (CEC), California Public Utilities Commission (CPUC), Stakeholders, Vendors
Objective B: Implement a pubic awareness and education program about water-energy use conservation.				
Complete above activity. Research and establish baseline water and energy urban per capita consumption and agriculture per unit of production use. Establish process and methodology for tracking use.	Prepare a plan for a public awareness and education program. Identify participating partners, secure funding and launch program.	Continue to implement public awareness and education program. Monitor and track results in the Annual Progress Reports and at the Annual Summits. Evaluate impacts and revise program as appropriate.	Continue to implement public awareness and education program as revised. Evaluate and report results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	Water Agencies, Public Utilities, DWR, California Energy Commission (CEC), California Public Utilities Commission (CPUC), Stakeholders, Vendors

Energy

Challenge

The growing population and expanding economy of the San Joaquin Valley will require increased supplies of clean energy. By "clean energy" we mean increasing the efficiency with which our homes and businesses use energy and other resources and producing more electricity and fuel in the Valley from renewable energy resources such as solar, wind and biomass. The Partnership envisions an adequate, diverse supply of clean, locally-produced energy to meet the needs of all sectors of the region (residential, commercial, industrial, agricultural governmental). Clean, abundant energy is viewed from the same responsible stewardship perspective as clean water and clean air and is treated as a treasured environmental resource. And, given the relationship between water use and energy consumption, there is a need to focus on energy-efficient water use as a leading strategy to conserve energy and promote sustainability.

> The San Joaquin Valley Partnership addresses most of the issues important to agriculture—water, air quality, growth—and they will only be addressed through a process such as this.
>
> A.J. Yates
> Undersecretary
> Department of Food and Agriculture

California consumers use energy to collect, move, and treat water, dispose of wastewater, power large and small pumps to heat, cool and pressurize water for use in homes, businesses, farms and factories. Combined, these water-related end uses account for about 20% of the state's overall electricity consumption, annually cost California consumers about $2 billion, consume about one-third of the non-power plant natural gas and about 3% of diesel fuel consumed. Urban water supply and treatment and residential, commercial and industrial end-uses account for almost four-fifths of the water-related electricity consumption, while agriculture consumes the remaining one-fifth. The San Joaquin Valley is expected to require an additional 3,500 megawatts of new electricity generation capacity by 2025 to meet projected growth of which approximately 20% or 700 megawatts is expected to be water-related. (That figure may be slightly higher because of agricultural conversions to drip and micro irrigation systems from furrow and sprinklers and resulting higher energy consumption.)

The land resources and the strength of the agriculture industry in the San Joaquin Valley provide an opportunity for the region to pioneer in the development of biofuels and alternative energy as an emerging industry cluster. This will require joint ventures with research institutions and entrepreneurs to develop new energy sources.

Scope of Work

- Initiative a comprehensive review of all relevant reports regarding energy (such as California Energy Commission Integrated Energy Policy Report, A Clean Energy Roadmap for the Greater Fresno Area, March 2006, Great Valley Center, Strategic Energy Innovations, Regional Jobs Initiative) to inventory an initial set of actions for evaluation.
- Develop a Regional Water Plan that is energy efficient.
- Integrate efficient energy use into land use, transportation and air quality actions to promote increased sustainability in economic growth.
- Promote development of and capital investment in renewable energy, including biofuels, as an emerging industry cluster.
- Increase amount of locally-produced energy supply for future growth.

Summary of Recommendations

The recommended actions focus on increasing energy efficiency in all sectors as a component of several strategic actions, especially in relationship to water, and encouraging the development of clean, renewable, locally-produced energy to meet growing energy needs.

1. Develop a comprehensive regional plan and implementation structure for efficient energy use and clean, renewable technologies.
2. Increase efficient energy use in all sectors.
3. Advance energy self-sufficiency and grow the economy through the development of clean, renewable technologies.
4. Improve energy efficiencies in the management and use of water resources.
5. Promote the region as an international leader for clean energy research, development and use.

Energy

Mission

Promote energy use efficiencies and adoption of clean, renewable energy technologies to ensure a reliable supply, grow the economy, and improve air quality.

Indicators: Decrease in use of energy per capita. Decrease in use of energy per unit of GRP. Increase in use of solar and other renewable energy for power generation. Increase in use of clean fuels for transportation and industrial equipment. Increase in energy reliability and self-sufficiency.

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 1: Develop a comprehensive regional plan and implementation structure for efficient energy use and clean, renewable technologies.				
Objective A: Establish a regional San Joaquin Valley clean energy organization (SJVCEO) to develop plan and implement programs for energy efficiencies and clean energy.				
Engage stakeholders, complete planning phase, secure multi-year funding, and begin implementation of pilot projects.	Expand programs region-wide drawing upon experience from pilot projects.	Review and revise plan as appropriate.	Review progress and modify structure as appropriate.	Air Quality Management District, California Energy Commission (CEC), California Public Utilities Commission (CPUC), Energy Utilities, Stakeholders
Objective B: Establish a "clean energy office" to oversee and manage implementation of the plan and monitor progress towards regional energy self-sufficiency.				
Complete design phase for regional clean energy office and identify funding.	Launch clean energy office.	Review progress and modify structure and operations as appropriate.	Review progress and modify structure as appropriate.	San Joaquin Valley Clean Energy Office (SJVCEO), Air Quality Management District, Stakeholders
Objective C: Seek an increased share of "public goods charges revenue" for funding energy efficiency programs from CPUC in proportion to regional population.				
Meet with CPUC to identify funding strategies and prospective programs. Develop specific program proposals.	Implement energy efficiency programs funding by increased "public goods charges revenue" funding.	Evaluate programs and determine future actions.	Develop long-term actions.	SJVCEO, CPUC, CEC, Energy Utilities, Stakeholders
Goal 2: Increase efficient energy use in all sectors. *(See Air Quality, Land Use and Transportation Recommendations.)*				
Objective A: Establish a Clean Vehicle Information Exchange Program. *(See Air Quality Recommendations.)*				
Secure funding and prepare marketing materials.	Launch program.	Evaluate results and revise program as appropriate.	Develop long-term actions.	SJVCEO, Air Quality Management District, Stakeholders
Objective B: Increase efficient energy use in rural communities.				
Identify effective energy efficient strategies for rural communities. Develop plan for pilot project(s).	Launch pilot project(s).	Evaluate pilot projects and develop strategies and plan for expanding regionwide.	Develop long-term actions.	SJVCEO, Local Governments, CEC, CPUC, Energy Utilities
Objective C: Develop and implement program to encourage construction of new buildings to EnergyStar standards.				
Convene construction industry, other stakeholders, resources and experts to identify strategies, incentives and funding for program. Design program.	Develop marketing materials and launch program.	Evaluate results and revise program as appropriate.	Develop long-term actions.	SJVCEO, CEC, Building Industry, Local Governments

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective D: Support adoption of green building ordinances by all local jurisdictions. *(See Land Use, Agriculture and Housing Recommendations.)*				
Convene stakeholders, identify model programs and ordinances, and develop plan.	Begin implementation. Report progress at Annual Summit.	Evaluate results and revise program as appropriate.	Develop long-term actions.	SJVCEO, Councils of Government, Local Governments, CEC
Objective E: Support project-based learning in schools to demonstrate the positive role that clean energy can play in improving air quality and reducing greenhouse gas emissions.				
Coordinate activities with K-12 actions. Convene stakeholders and design program.	Develop and implement pilot program(s) in selected schools.	Evaluate results and revise program as appropriate.	Develop long-term actions.	SJVCEO, K-12 Education Stakeholders
Goal 3: Advance energy self-sufficiency and grow the economy through development of clean, renewable technologies.				
Objective A: Work with State Agencies to explore and demonstrate innovative approaches to increase use of renewable energy, including trading of net metering credits, streamlining requirements for interconnection to grid, and structuring incentives for renewable energy production.				
Convene stakeholders, identify experts, inventory options and develop a plan.	Launch implementation of plan, which may begin with pilot program(s).	Evaluate results and revise program as appropriate. Take pilot(s) to scale regionwide.	Develop long-term actions.	SJVCEO, CEC, CPUC, Energy Utilities, Stakeholders
Objective B: Design, site, and build methane-powered co-generation plant(s) for wastewater facilities and dairies. *(See Water Recommendations.)*				
Convene stakeholders, relevant public agencies and experts to scope feasibility of methane-powered co-generation plant(s) for wastewater facilities and dairies. Begin development of a plan.	Complete development of a plan and implement by June 2008. Complete construction of plant(s). Track program performance, including energy production, air and water quality improvements, and make adjustments as required.	Evaluate results and revise program as appropriate.	Develop long-term actions.	SJVCEO, Stakeholders, CEC, CPUC, Energy Utilities
Objective C: Design, site and build biomass small-scale co-generation gasifier plants fueled by orchard prunings and waste urban wood (either at exiting direct combustion biomass plants or stand-alone locations).				
Convene stakeholders, relevant public agencies and experts to scope feasibility of small-scale biomass co-generation gasifier plant(s). Begin development of a plan.	Complete development of plan and implement by June 2008. Track performance, including air quality improvements.	Evaluate results and revise program as appropriate.	Develop long-term actions.	SJVCEO, Stakeholders, CEC, CPUC, Energy Utilities
Objective D: Implement an initiative to convert 200 megawatts of water-related energy consumption to solar power.				
Convene water agencies, other stakeholders, relevant public agencies and experts to scope feasibility of initiative. Begin development of a plan, including consideration of up to 30 megawatt annual reservation of solar rebates.	Complete plan and implement by June 2008. Explore and seek any requisite enabling legislation. Consider a revolving public-private loan fund to assist with project costs not covered by CPUC rebates to speed early adoption.	Evaluate results and revise program as appropriate.	Develop long-term actions.	SJVCEO, CEC, CPUC, Energy Utilities, Stakeholders

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective E: Implement community-choice energy aggregation projects.				
Support start-up of Kings River Conservation District community-choice aggregation energy project as a pilot program.	Evaluate results of pilot and assist other jurisdictions or projects as appropriate.	Evaluate results and develop longer-term plan.	Implement long-term plan.	SJVCEO, Kings River Conservation District, Local Governments, Stakeholders
Goal 4: Improve energy efficiencies in the management and use of water. *(See Water Recommendations.)*				
Objective A: Convene a State summit meeting to identify and adopt converged water-energy conservation activities.				
Organize and conduct a water-energy Summit, involving Governor's Cabinet, State officials, Legislators, Members of Congress, other relevant public agencies, stakeholder and experts, to promote understanding of the relationship between energy and water use and to foster stewardship of California's water and energy resources in future. Establish an interdisciplinary team of stakeholders and experts to develop an action plan.	Implement action plan by January 2009.	Evaluate results and develop longer-term plan.	Implement long-term plan.	SJVCEO, Department of Water Resources, CEC, CPUC, Stakeholders
Objective B: Design and implement an innovative energy conservation program in water management to include education, diagnosis, and repair / retrofit of equipment for agricultural, water delivery, and wastewater treatment facilities.				
Convene stakeholders, relevant public agencies, and experts to identify and inventory strategies for energy conservation in water management and use. Begin development of a performance-based water-energy conservation program.	Complete and launch implementation of water-energy conservation program by January 2008.	Monitor progress and determine most promising focus for long-term results.	Evaluate results and develop long-term plan.	Water Agencies, Irrigation Districts, Agricultural Organizations, Energy Utilities, CEC, CPUC
Objective C: Design and implement an innovative energy conservation program in water management for urbanized communities.				
Convene stakeholders, relevant public agencies, and experts to identify and inventory strategies and programs for energy conservation in water use in urbanized communities. Begin development of performance-based water-energy conservation plan.	Complete and launch implementation of water-energy conservation program by January 2008, selecting both pilot communities served by investor-owned and municipal utilities to benchmark progress.	Evaluate results and develop longer-term plan for expanding regionwide.	Evaluate results and develop long-term plan.	Water Agencies, Energy Utilities, Local Governments, CEC, CPUC

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 5: Promote the region as an international leader for clean energy research, development and use. *(See Economic and Workforce Development Recommendations.)*				
Objective A: Work with economic development agencies at local, state, and federal levels to incubate, grow, and attract clean energy companies.				
Identify all existing and potential clean energy companies that could form an industry cluster and link them with research institutions to form an innovation collaborative.	Form industry cluster-research collaborative. Develop strategic plan, including exploring relationship to Helios Project with Lawrence Berkeley National Laboratory and UC Merced.	Implement plan and evaluate results. Identify specific research opportunities for long-term actions.	Implement long-term plan.	SJVCEO, Economic Development Agencies, Research Institutions
Objective B: Work with community colleges, trade unions and Workforce Investment Boards to ensure that there is an adequately-trained workforce for clean energy industry.				
Convene industry, institutions of higher education, and Workforce Investment Boards to being developing education and training for clean energy industry.	Complete development of education and training program. Institutionalize curriculum. Recruit prospective workforce.	Evaluate results and develop longer-term plan.	Implement long-term plan.	SJVCEO, Workforce Investment Boards, Community Colleges, Trade Unions
Objective C: Encourage and support public and private agencies to use and showcase clean energy technologies.				
Identify and inventory existing model projects. Develop plan to showcase models.	Implement plan to showcase models. Develop program for technical assistance to interested public and private agencies.	Develop and implement plan for expanding use of clean energy technologies regionwide.	Evaluate results and develop long-term plan.	SJVCEO, Research Institutions, Stakeholders
Objective D: Develop and implement innovative cutting-edge clean energy demonstration projects.				
Develop collaborative relationships with national laboratories and research facilities. Begin development of plan for advancing basic and applied research.	Complete plan, secure support and funding, and begin implementation of plan.	Monitor progress and determine most promising research focus for long-term; develop plan.	Implement long-term plan.	SJVCEO, CEC, CPUC, Energy Utilities, Stakeholders

Work Group Recommendations

Health and Human Services

Challenge

In recent years, there has been increasing awareness of the differences between the San Joaquin Valley and the rest of the state. Although each Valley county is unique, each shares a number of characteristics that exert influence on the demand and need for health care and social services.

San Joaquin Valley communities experience poor health status and limited access to health care services. *Healthy People: 2010* established national priorities around health and health care with the goals of increasing life expectancy and quality of life. In comparing the 10 leading health indicators with health status, Valley residents appear to be worse of than California as a whole on six indicators: adult overweight and obesity, adult tobacco use, motor vehicle deaths, flu shots for elders, access to prenatal care, and air quality. It is important to note that the Valley has some of the worst air quality in the nation, leading to severe impacts on the health of residents and overall quality of life. According to the 2003 California Health Interview Survey, Valley counties exhibited high rates of asthma symptoms in comparison to the state average. Further, the 2006 Public Policy Institute of California's Survey of the Valley states that 58% of residents cite having asthma or respiratory problems and 48% state that air pollution poses "a very serious health threat to themselves and their families."

In addition to these health outcomes, the San Joaquin Valley is notably underserved compared to the state as a whole on several indicators involving the health professional workforce. In 2001, the number of primary care physicians (PCP) and specialty care providers per 100,000 residents was well below the state average. The Valley had 73 PCPs and 74 specialists per 100,000 residents; the state average was 94 PCPs and 125 specialists. Similar patterns can be observed for dentists, nurses, and other allied health professionals. Further, all eight Valley counties have Medically Underserved Areas and Populations (MUA/P) designations. These health professional shortages create access challenges for all Valley residents.

The Valley continues to be home to a faster-growing number of people with higher levels of need for social services. The region is plagued by the social consequences of alcohol and substance abuse. The rate of methamphetamine and other drug use and availability are the highest in the state, leading to significant negative impacts on Valley residents. Child welfare data indicates that as much as 75% of child protection removals are due to parental substance abuse issues. In addition, with a higher-than-average rate of single female householders, the Valley is particularly impacted when single mothers abuse substances. Continued substance abuse increases the risk of out-of-home placement of children and decreases reunification rates for children already in foster care.

In recent years, a wide number of studies and system improvement demonstration projects have underscored the successes of foster care diversion programs. Counties have demonstrated decreasing foster care caseloads where prevention services are consistently available. The value of investment in early intervention and prevention can be demonstrated by the results of failure to invest in youth who eventually emancipate from foster care: 75% work below grade level, 50% do not complete high school, 45% are unemployed, 33% are arrested, 30% are on welfare, and 25% are homeless. Investment in prevention is effective in decreasing the human and fiscal costs of foster care.

In addition, San Joaquin Valley counties have experienced decreasing numbers of relative placements. In September 2001, Valley counties averaged 36.75% relative placement for first entries to care; by March 2005 the average had dropped to 29.6%. For all counties, the process delays associated with relative placements can cause multiple placements for children who must be removed from his/her parental home, further extending the disruption of their lives by placement in stranger care.

In summary, increased attention to these needs is critical to the long-term improvement of health and social services outcomes in the San Joaquin Valley.

Scope of Work

- Identify and evaluate heath care coverage and access in the San Joaquin Valley.
- Identify health care workforce issues.
- Develop new strategies for health coverage targeted at regional residents.
- Work with regional partnerships to enhance outreach for the Healthy Kids programs and other children's health insurance incentives.
- Work with counties to develop regional plans to utilize Proposition 63 funds.
- Work with children's health organizations and education stakeholders to develop urban-rural partnerships on obesity prevention.

Summary of Recommendations

The recommended actions focus on prevention and promotion of improved health status. The shortage of medical, nursing and other allied health professionals will be addressed through the expansion of nursing training programs and the establishment of a medical education program at UC Merced coordinated with a network of providers and facilities throughout the region.

1. Develop comprehensive education and training systems to meet the health care worker shortage in the region.
2. Enhance access to appropriate health care services and improved public health management.
3. Develop comprehensive methamphetamine education and treatment programs.
4. Support and promote pro-active foster care prevention services.
5. Enhance access to appropriate social services to adults and older adults.
6. Develop and implement programs to promote self-sufficiency among disadvantaged populations.
7. Consider alternative funding formulas in distributing new grant resources.

Health and Human Services

Mission

Achieve improved health status and well being by promoting healthy lifestyles, nurturing safe communities, providing timely access to necessary health care and social services, and embracing the cultural diversity of the region.

Indicators: Improved access to primary care physicians, specialists and other allied health care professionals. Increased use of telemedicine. Improved primary health indicators including overweight/obesity, childhood asthma, and diabetes, and coronary heart disease. Decrease in the number of uninsured. Decreased drug related convictions. Increased long-term abstinence from methamphetamines. Decreased caseload for children and adults requiring welfare services. Increase relative placements.

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 1: Develop comprehensive education and training systems to meet the healthcare worker shortage in the region.				
Objective A: Establish a Medical Education Program and the University of California, Merced within 10 years.				
Continue implementation of a multi-phase process. Confirm direction and broad framework for program development. Delineate roles for University of California, Merced (UC Merced) and other UC campuses. Establish working relationships with University of California (UC) Office of the President and Board of Regents. Develop strategic work plan and detailed timetable. Identify members for an advisory academic task force to develop program. Establish working relationships with key civic and health care leaders.	Recruit and retain a director (M.D.) for the Medical Education Program. Establish academic task force. Begin implementation of the work plan to establish the Medical Education Program. Evaluate potential applications for telemedicine. Initiate fundraising effort to secure essential resources. Continue to closely work with UC Office of the President and Board of Regents to ensure timely progress on implementation of the work plan. Organize an advisory group of key civic and health care leaders.	Based on direction from UC Office of the President and Board of Regents, develop detailed program plans and budgets for Medical Education Program. Develop overall curriculum. Determine multi-year timetable for enrollment and staffing requirements. Develop partnerships with other health and medical care institutions in the region, including a system for telemedicine. Delineate research strategy and programs related to health priorities of the region.	Initiate operation of the Medical Education Program with admission of first class of students. Implement working partnerships throughout the region. Develop and implement program to retain graduates in the region.	UC Merced, Partnership, Health and Medical Care Institutions in the Region, Stakeholders
Objective B: Establish Central Valley Nursing Education Consortium.				
Develop detailed work plan and timetable for implementation. Secure funding for the Consortium. Execute MOU with partners. Initiate student support services. Begin development of Centralized Faculty Resource Center and procurement of Computerized Clinical Placement System. Evaluate opportunities for distance learning.	Provide ongoing student support services. Complete set up of Centralized Faculty Resource Center and Computerized Clinical Placement System. Implement plans for distance learning initiative. Coordinate plans with development of UC Merced Medical Education Program.	Continue coordination of nursing support programs. Evaluate results and modify program as appropriate. Expand Consortium to include other healthcare occupations (Central Valley Consortium for the Health Professions) and integrate with UC Merced Medical Education Program.	Continue coordination of nursing support programs. Complete expansion of Consortium to include additional healthcare occupations. Evaluate results and determine longer-term actions.	Hospital Council of Northern and Central California, Institutions of Higher Education, Nurse Educators

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 2: Enhance access to appropriate health care services and improved public health management.				
Objective A: Provide incentives for difficult to recruit health and medical professionals.				
Identify and develop proposed changes in the Federal Health Professional Shortage Area (HPSA) rules. Identify necessary elements of financial incentives, including enterprise zones, to attract and retain providers. Coordinate efforts with Funding and Finance Committee and Economic Development actions.	Pursue proposed changes in HPSA scoring methodology and prepare appropriate waivers. Develop region-wide strategic plan for financial incentives and enterprise zones targeted to providers. Support training efforts of allied health care professionals.	Develop appropriate financing mechanisms for job training, internships and student fellowships stipends. Develop support programs in secondary school biological sciences, technology and health careers programming.	Evaluate results and revise programs as appropriate. Report results in Annual Progress Reports and at Annual Summits.	Partnership, Health and Medical Care Industry Cluster Task Force, Office of Statewide Health Planning and Development (OSHPD), County Health Offices, Workforce Investment Boards (WIBs), Consortium for Health Professionals
Objective B: Enhance public health management capabilities.				
Identify essential mechanisms for counties to share technical and professional resources. Identify and evaluate opportunities to participate in state training programs.	Modify existing regulations and county policies to permit a regional approach to public health laboratories; seek revision of licensure requirements for public health laboratory directors that align with national standards.	Develop appropriate financing mechanisms for job training, internships and student fellowships stipends in Valley public health laboratories; develop support programs in secondary school biological sciences, technology and health careers programming to increase potential for future health professional education.	Evaluate results and revise programs as appropriate. Report results in Annual Progress Reports and at Annual Summits.	Department of Health Services, County Health Offices
Objective C: Develop a regional plan to address the needs of the uninsured.				
Identify critical stakeholders and convene work group. Identify and secure resources to develop regional consensus plan.	Identify feasibility and potential impacts of alternative proposals; develop consensus on elements of regional plan. Prepare work plan for implementation.	Coordinate proposals with state and federal agencies, stakeholders, and other prospective partners. Begin implementation of regional consensus plan.	Evaluate results and revise programs as appropriate. Report results in Annual Progress Reports and at Annual Summits.	County Health Agencies, State Health and Human Services Agency, Stakeholders
Objective D: Improve delivery of health and medical care services through the use of information technology, eHealth and telemedicine. *(See Advanced Communications Services and Information Technology Recommendations.)*				
Building on the Governor's health information technology initiative, identify elements to enhance access to health care, including telemedicine, voice over internet programming, and video translation. Prepare report and recommended actions.	Determine the most effective technologies for making health care accessible and identify prospective funding options for deployment. Coordinate activities with UC Merced Medical Education Program. Develop a detailed work plan.	Implement work plan to deploy technology systems. Establish process and methodology for evaluating impacts.	Evaluate results and revise programs as appropriate. Report results in Annual Progress Reports and at Annual Summits.	County Health Agencies, State Health Information Technology Agencies, Stakeholders

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 3: Develop comprehensive methamphetamine education, treatment and law enforcement programs.				
Objective A: Develop researched-based treatment modalities designed to address methamphetamine and other substance abuse with a focus on preventing use and maintaining recovery among a variety of populations.				
Develop community outreach plan and county specific collateral information that complements and supports existing prevention and treatment programs. Consider models from other states and the federal "Weed and Seed" program.	Secure funding to support local collaborative efforts to identify, plan and implement community-specific solutions. Identify technical assistance needs and resources to assist local efforts to reduce the use of methamphetamine.	Establish a regional residential treatment facility to specifically serve substance-abusing parents with minor children for whom they have custody; identify funding for counties and community based providers to assure access to full scope treatment.	Report results in Annual Progress Reports and at Annual Summits. Develop and implement longer-term actions.	Department of Alcohol and Drug Programs, California Highway Patrol, County Social Services Agencies, Appropriate Substance Abuse Stakeholders
Objective B: Organize a regionwide inter-agency law enforcement task force to develop and implement an aggressive campaign to reduce the manufacturing, transportation, sale and use of methamphetamine and other illegal drugs.				
Organize and convene an inter-agency law enforcement task force. Develop action plan. Identify essential resources and funding. Launch coordinated focused law enforcement campaign.	Evaluate results and revise program as appropriate. Secure ongoing funding to sustain campaign. Report results in Annual Progress Reports and at Annual Summits.	Continue to monitor methamphetamine and other drug problems. Collaborate with education activities to inform and engage the public.	Develop and implement longer-term actions.	California Highway Patrol, Local Law Enforcement Agencies, California National Guard, County Social Services and Drug Abuse Prevention Agencies, Other Stakeholders
Goal 4: Support and promote pro-active foster care prevention services.				
Objective A: Promote higher rates of relative placements.				
Identify and convene prospective partners and stakeholders to identify pilot program prospective elements (such as emergency placement relatives and identification of requirements for relatives to qualify for federal funding for placement to be approved) and develop framework for analysis.	Define pilot program elements. Develop action plan, including process and methodology for collecting data to evaluate outcomes. Implement pilot program and begin collecting data on outcomes.	Monitor implementation, continue collecting data and evaluating results. Revise program and expand pilot as appropriate.	Report results in Annual Progress Reports and at Annual Summits. Develop and implement longer-term actions.	Department of Social Services, County Social Services Agencies
Objective B: Support stable and continuous preventive services programs.				
Identify and convene prospective partners and stakeholders to identify regional pilot program and develop framework for analysis. Support efforts to provide allocation letters.	Define pilot program elements. Develop action plan and identify potential funding sources, waiver requirements, and other necessary approvals. Implement pilot program and begin collecting data on outcomes.	Monitor implementation, continue collecting data and evaluating results. Revise program and expand pilot as appropriate.	Report results in Annual Progress Reports and at Annual Summits. Develop and implement longer-term actions.	Department of Social Services, County Social Services Agencies

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 5: Enhance access to appropriate social services to adults and older adults.				
Objective A: Identify and support workforce development models and training activities for social workers specializing in serving adults and older adults.				
Convene experts and stakeholders to identify and evaluate appropriate models and activities for consideration (such as the California Social Work Education Center workforce development model). Prepare report and recommended actions.	Develop action plan. Engage institutions of higher education with social work departments (CSUs Bakersfield, Fresno, Stanislaus). Identify funding strategies and approaches, including public, private and foundation support.	Integrate new models into academic and other professional training programs for social workers. Develop methodology for evaluation of results.	Evaluate results and determine impact on access to services for adults and older adults. Determine longer-term actions.	County Social Services Agencies, Institutions of Higher Education with Social Work Departments, Stakeholders, Client Advocates
Objective B: Implement improved social services to adults and older adults.				
Complete above report and recommended actions.	Engage social workers and clients in review of action plan.	Implement appropriate models and activities in County Social Services Departments.	Involve social workers and clients (and their families) in the evaluation process and determination of longer-term actions.	County Social Services Agencies, Institutions of Higher Education with Social Work Departments
Goal 6: Develop and implement programs to promote self-sufficiency among disadvantaged populations.				
Objective A: Identify and implement effective programs to promote self-sufficiency through comprehensive, integrated strategies to improve workforce skills.				
Identify experts and stakeholders to begin identifying effective and programs that promote self-sufficiency. Develop baseline information and methodology for measuring, gathering data and tracking self-sufficiency.	Develop an action plan. Evaluate and consider how to integrate existing financial literacy programs. Begin to implement action plan as feasible. Track progress as a component of "social equity" commitment.	Continue to implement action plan. Monitor and evaluate results in the Annual Progress Reports and at the Annual Summits.	Evaluate and report results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	Appropriate County Agencies, Appropriate State Agencies, Federal Interagency Task Force, WIBs Community-Based Organizations, Family Resource Centers, Stakeholders
Objective B: Integrate self-sufficiency strategies and programs with education and economic development activities. *(See K-12 Education and Economic Development Recommendations.)*				
Coordinate efforts with K-12 Education and Economic Development activities.	Identify strategies and recommend actions for coordination and integration of self-sufficiency and financial literacy programs as feasible.	Incorporate self-sufficiency and financial literacy programs as feasible into implementation actions related to "double bottom-line" equity funds and coordination of health and human services around school attendance boundaries.	Continue to integrate self-sufficiency strategies and programs as appropriate. Evaluate results and determine longer-term actions.	Partnership, Appropriate County Agencies, Appropriate State Agencies, WIBs, Economic Development Corporations, School Districts, Stakeholders
Goal 7: Consider alternative funding methods in distributing new grant resources.				
Objective A: Develop funding allocation methods that reflect Valley specific data, circumstances and priorities.				
Develop framework for analysis and compile existing data of Valley specific priorities. Include assessment of mental health needs.	Develop a new methodology for proposal evaluation that could include the applicant county's socioeconomic conditions, primary health care indicator data, child welfare outcomes, and others as they apply to the services to be funded.	Implement application process.	Evaluate results and determine impact on health status. Report results in Annual Progress Reports and at Annual Summits. Determine longer-term actions.	County Health and Social Services Agencies, Appropriate State Departments, Stakeholders

Advanced Communications Services and Information Technology

Challenge

There is universal agreement among economic developers, businesses and investors that utilization of Advanced Communications Services (ACS) is an essential part of doing business and accessing services in the 21st century. In spite of great progress and rapid deployment in some areas, affordable ACS is not universally available in all areas of the region. Surveys taken by the Public Policy Institute of California show a clear digital divide within regions and populations in California. Their data indicate that the more rural the community, the less likely to have access; and the less affluent, less educated, or less English proficient the community, the lower the use of the Internet, even if access does exist.

Barriers to use exist even in areas which do have access. Training and education in computer and Internet use and opportunities are an integral part of improving the benefits of access for economic renewal and educational attainment. Community technology centers and other public access sites provide assistance in some communities, but the amount of training and support is often inadequate, especially in rural areas.

Available information does not accurately reveal the availability of ACS. The California Public Utilities Commission recently published a map that shows broadband access by zip code. Based on the data in the map, one might conclude access is available in virtually all areas of the state. The flaw in that level of mapping is that a zip code covers large areas with sometimes sparse populations, particularly in rural communities. So, while a city such as Tulare might have broadband access, the community of Pixley (population 2,500), just 20 miles away, is without public access, though they are both in the same zip code. The Great Valley Center-AT&T pilot project in Pixley will provide valuable experience in determining how best to assist poorer rural communities in adopting the technology and applications.

The need exists to develop a program to provide access and increase use of ACS within the underserved San Joaquin Valley. There is an opportunity to initiate and test a California model in a geographic area relatively free from physical barriers and one that is small enough such that the model's goals are achievable.

> The California Partnership for the San Joaquin Valley is important because it has facilitated 8 counties joining in a single voice to the state and federal government in order to receive their fair share of available dollars.
>
> Marcelyn Buford
> Councilwoman
> City of Hanford

Scope of Work

- Work with the CPUC to develop accurate maps that reflect actual existence of high-speed broadband access.
- Develop an action plan to provide at least one mode of affordable, universal high-speed broadband access to all unserved areas of the region (based on reviewing and considering recommendations of the Ad Hoc Task Force on Rural Telecommunications).
- Develop standards for high school technology literacy and ensure all graduating students achieve such proficiency.
- Identify innovative models that are replicable in communities throughout the region to provide public access and community development using technology.
- Identify and/or create business services that can be used to strengthen and grow home-based businesses in rural areas in order to increase the demand side of telecommunications access by growing small business, increasing wealth and generating jobs.

Summary of Recommendations

The recommended actions focus on accelerating the deployment of advanced communications services (ACS) and information technology (IT) infrastructure universally in the region, using the connection of health clinics to medical centers as a leading strategy.

1. Expedite ACS and IT infrastructure throughout the region. This will require identification and mapping of communities without access and development of a strategic plan for deploying access.
2. Inform and education local elected officials about the importance of universal deployment and access to ACS and IT.
3. Utilize ACS to improve access to health care and medical services by implementing telemedicine and eHealth technology.
4. Monitor and evaluate the Pixley pilot project to determine success in assisting disadvantaged communities in adopting use of technology and accessing the Internet when infrastructure access is made available.
5. Determine the feasibility and affordability of other ACS and IT applications throughout the region to improve economic prosperity and quality of life.

Advanced Communications Services and Information Technology

Mission

Facilitate the deployment and utilization of advanced communications services and information technology throughout the region.

Indicators: Increase in availability of advanced communications services (ACS) and information technology (IT) infrastructure throughout the region. Increase in affordability of ACS. Increase in the utilization of ACS and IT by all segments of the population (decrease in the "digital divide"). Increase in number of state agencies, boards and commissions with policies for expansion of ACS. Increase in number of regional agencies and local governments with policies for expansion of ACS. Completed development of an integrated and easy-to-update GIS mapping system and utilization of it by local communities. Increase in residential and commercial construction projects incorporating ACS infrastructure. Increase in number of high school students who graduate with computer literacy skills. Increase in deployment of telemedicine and e-Health technology.

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Goal 1: Expedite the provision of advanced communications services (ACS) access in all areas of the San Joaquin Valley.				
Objective A: Raise the profile of access to ACS as a fundamental and necessary service for all residents and businesses.				
Convene stakeholders and experts to work with the state agencies to develop an action plan for implementing in the region the Governor's Executive Order on broadband. Explore feasibility of establishing a Regional Advanced Communications Services Office (RACSO).	Identify barriers to statewide and regionwide deployment. Develop strategies to partner with each relevant state agency. Adopt indicators to monitor progress statewide and by region. Support preparation and release of the first ACS indicator report. Establish RACSO if feasible and appropriate.	Develop and implement programs, including incentive-based initiatives, to support statewide access, especially in underserved areas. Continue to report results in the Annual Progress Reports and at the Annual Summits.	Revise programs as appropriate. Continue to report results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	Partnership, Business, Transportation and Housing Agency (BTH), Health and Human Services Agency (HHS), Related State Agencies, California Public Utilities Commission (CPUC), Regional Advanced Communications Services Office (RACSO)
Objective B: Inform local elected officials about the benefits of ubiquitous access to ACS and provide model policies and other tools to help facilitate deployment.				
Develop an ACS primer on best practices for elected officials and staff. Develop model policies complementary to the Governor's Executive Order for regional agencies and local governments.	Distribute the primer to local government elected officials and staff through existing organizations and partner to conduct briefings and workshops on importance and value of ACS for all residents.	Track awareness of ACS and adoption of policies by local officials as part of Annual Progress Reports. Update the primer as appropriate and distribute. Consider developing mentoring program through the RACSO.	Evaluate and report results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	Partnership, RACSO, CPUC, California State Association of Counties (CSAC), League of California Cities (LCC), California School Boards Association (CSBA)
Objective C: Identify communities and neighborhoods without affordable connections to delivery of ACS.				
Develop a base regional map of infrastructure availability and costs using existing information.	Develop and implement a survey to obtain additional information about availability and costs. Integrate information into the base map.	Continue to map availability, affordability and accessibility of ACS throughout the region and provide information to policy makers.	Continue to map availability, affordability and accessibility of ACS throughout the region and provide information to policy makers.	Partnership, CPUC, RACSO, Corporation for Education Network Initiatives in California (CENIC)

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective D: Increase availability of affordable ACS in rural and other underserved areas.				
Complete above mapping activities.	Identify strategies to accelerate deployment, affordability and accessibility throughout the region. Develop and begin to implement an action plan. Consider appropriate incentives, including the concept of a "technology opportunity zone" (TOZ) or integration of benefits with regionwide incentive zone.	Continue to implement action plan. Evaluate effectiveness of incentives, including efficacy of TOZ concept. Revise action plan and proposed incentives as appropriate. Monitor results and integrate into ongoing mapping.	Evaluate and report results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	Partnership, CPUC, RACSO, BTH, HHS, Related State Agencies
Objective E: Increase deployment of ACS by current and prospective service providers.				
Convene representatives from CPUC, CSAC, LCC, CSBA, providers and stakeholders in a task force to identify barriers and begin development of a action plan (see Objective D above).	Complete and begin implementation of action plan. Continue to work with representatives, providers and stakeholders to identify and deploy new strategies for accelerating deployment.	Continue to work with representatives, providers and stakeholders to implement action plan. Evaluate and report results in Annual Progress Reports and at Annual Summits.	Evaluate and report results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	Partnership, CPUC, RACSO, CSAC, LCC, CSBA, Providers, Stakeholders
Objective F: Increase deployment through wired, fixed wireless, wireless and other available technologies.				
Identify strategies and actions to minimize regulatory barriers to emerging technologies similar to the recent action by the CPUC regarding broadband over power lines (BPL).	Support and foster a regulatory climate that encourages innovative technology development, testing, and implementation.	Explore incentives that promote the region as a prime location for ACS technology research, development and deployment.	Identify additional incentives for advancing research and development for deploying ACS and IT to hard-to-serve communities and populations.	CPUC, RACSO
Objective G: Eliminate installation barriers that discourage deployment.				
Working with task force of representatives (Objective E) to identify installation barriers and strategies to reduce and/or eliminate them. Integrate into the action plan.	Begin implementation of the action plan, including reducing and eliminating installation barriers.	Continue to implement action plan. Evaluate and revise action plan as appropriate.	Evaluate results and determine longer-term actions.	CPUC, RACSO
Objective H: Identify and seek all available funding for deployment of ACS.				
Identify all available funding and prepare recommended actions for attracting resources. Eliminate current restrictions of the Rural Telecommunications Infrastructure Grant Program through legislative amendments as recommended by the Work Group.	Pursue appropriate legislative and regulatory amendments. Seek identified funding and resources.	Continue to identify and seek funding and resources. Explore innovative approaches for public-private partnerships and joint-ventures.	Evaluate results and determine longer-term actions.	Partnership, RACSO, Providers, Stakeholders, State Legislators

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Objective I: Leverage unused bandwidth for the benefit of the greatest number of users.				
In cooperation with CENIC and the Broadband Institute of California (BBIC), develop a best practices and case studies guidebook for implementation.	Work with CPUC, CENIC, BBIC, task force of providers and stakeholders to interface with the Federal Communication Commission to explore opportunities to leverage unused bandwidth.	Implement actions to leverage unused bandwidth and integrate into action plan and mapping.	Evaluate results and determine longer-term actions.	Partnership, CPUC, RACSO, CENIC, BBIC
Objective J: Incorporate ACS infrastructure into all new residential and commercial construction.				
Begin discussions with California Building Industry Association (CBIA), and other stakeholders to develop policies for incorporating ACS into new construction.	Integrate results of discussions into model policies and ordinances. Work with the BTH, Department of Housing and Community Development and U.S. Department of Housing and Urban Development (HUC) to integrate ACS into affordable housing programs.	Continue to work with CBIA, HCD, and HUD to incorporate ACS into new construction and renovations. Integrate infrastructure deployment data into mapping. Monitor results and revise strategies as appropriate.	Continue to update mapping with new infrastructure deployment. Evaluate results and determine longer-term actions.	Partnership, RACSO, CBIA, BTH, HCD, HUD
Goal 2: Promote accessibility and utilization of ACS in targeted underserved communities and populations.				
Objective A: Increase utilization of ACS by all residents.				
Work with CPUC, state agencies and the California Emerging Technology Fund (CETF) to explore opportunities for cooperation and joint-ventures to immediately expand accessibility and availability of ACS to underserved communities and populations. Develop an action plan.	Identify partners and secure funding for implementing the action plan. Consider early deployment of infrastructure related to telemedicine and eHealth. Explore opportunities to work with educational institutions to accelerate deployment. Evaluate experience in Pixley to determine how to expand to other communities.	Sponsor regional forums to review results, highlight and share best practices, and identify opportunities for expanding region-wide ACS deployment. Determine best approach and practices for increasing adoption by underserved communities and populations. Revise action plan to eliminate the "digital divide" throughout the region.	Continue to implement action plan to reach underserved communities and populations. Evaluate results and determine longer-term actions.	Partnership, CPUC, RACSO, CETF, Providers, Stakeholders
Objective B: Inform local elected officials about the importance and benefits of access to ACS and IT for all residents and businesses.				
Incorporate into the above primer information about the benefits of access to ACS and IT and the elimination of the digital divide.	Distribute primer and conduct workshops as above. Work with local officials, including school board members, to identify willing partners and preferred approaches to eliminating the digital divide.	Track and report results as above.	Evaluate and determine longer-term actions.	Partnership, RACSO, CPUC, CSAC, LCC, CSBA

Immediate Actions (First Year)	**Short-Term Actions** (2-3 Years)	**Intermediate Actions** (4-6 Years)	**Long-Term Actions** (7-10 Years)	**Responsible Implementer**
Objective C: Implement projects to provide access to ACS and IT for all residents and businesses to eliminate the digital divide.				
Explore opportunities with CETF and other prospective investors and partners to assist with deployment of ACS and IT to disadvantaged communities and populations.	Develop a competitive process for inviting innovative proposals to eliminate the digital divide. Continue to work with prospective investors and partners to determine best strategies to achieve access.	Secure funding and implement proposals for innovative projects. Establish process and methodology for monitoring and evaluating results.	Continue to implement projects. Evaluate and report results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	Partnership, CPUC, RACSO, CETF, Providers, Stakeholders
Objective D: Develop and implement a program to ensure all high school students graduate with the basic computer literacy skills. *(See K-12 Education Recommendations.)*				
Identify stakeholders and convene a task force to develop high school computer literacy standards consistent with community college curriculum. Coordinate with K-12 activities. Identify appropriate champion(s).	Explore prospective partnerships with existing programs such as the U.S. International Computer Driving License (ICDL). Reach agreement on curriculum components. Develop an action plan.	Confirm partners, secure funding and implement the action plan. Establish a process and methodology for monitoring and evaluating results.	Continue to implement the action plan. Evaluate and report results in the Annual Progress Reports and at the Annual Summits. Determine longer-term actions.	Partnership, RACSO, County Superintendents of Education, Community Colleges, School Districts, Stakeholders
Objective E: Expand the number of public locations for access to ACS to help disadvantaged residents and businesses to bridge the digital divide.				
Complete above activities working with public officials. Explore requisite amendments to existing statutes, regulations and funding programs. Prepare a report and recommended actions.	Seek amendments to existing statues and The Teleconnect Fund as appropriate. Secure resources as needed. Implement resulting laws, regulations and model local policies and ordinances.	Continue to implement actions and projects to achieve objective. Develop process and methodologies to evaluate impact on bridging the digital divide.	Evaluate results and determine longer-term actions.	The State Legislature, CPUC, and RACSO
Goal 3: Expand and replicate successful model programs to increase access to ACS and IT to bridge the digital divide.				
Objective A: Develop and implement a plan to expand and replicate the most successful strategies and programs to bridge the digital divide.				
Complete above activities to increase access and develop innovative projects for disadvantaged communities and populations.	Complete above activities to increase access and develop innovative projects for disadvantaged communities and populations.	Using results of evaluations of above activities, develop an action plan for expansion and replication. Identify prospective partners and funding sources.	Implement action plan for expansion and replication. Evaluate results and determine longer-term actions.	RACSO, Providers, Local Governments, Stakeholders
Objective B: Foster demand for ACS access in underserved and disadvantaged communities, such as encouraging economic development and growth of home-based businesses.				

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 4: Accelerate deployment of ACS infrastructure through telemedicine and eHealth technology. *(See Health and Human Services Recommendations.)*				
Objective A: Develop and implement a telemedicine and eHealth plan to connect health clinics with medical centers.				
Work with the California Telemedicine and eHealth Center, CETF, BTH, HHS, providers and stakeholders to develop a specific plan for implementation of a model project for telemedicine and eHealth, including Electronic Health Records (EHRs). Secure agreements for partners and investments.	Implement plan for EHRs throughout the region. Begin implementation of model telemedicine project. Continue to involve other partners and secure needed investments. Develop a work plan for expansion of model project. Monitor progress and revise project as appropriate.	Continue to implement model telemedicine project. Continue to monitor progress, secure needed additional investments, and revise project as appropriate. Develop process and methodology for determining impacts of telemedicine project on access to and quality of medical care relationship to health status.	Evaluate experience of model telemedicine project, summarize lessons learned and prepare report on recommendations for replication in other regions. Evaluate impacts on access to and quality of health care and relationship to health status. Determine longer-term actions.	Partnership, RACSO, California Telemedicine and eHealth Center, CETF, BTH, HHS, County Health Departments, Health Clinics and Medical Centers, Providers, Stakeholders
Objective B: Build upon ACS infrastructure for telemedicine and eHealth to promote other applications for education and economic development to increase access and affordability.				
Complete above activities. Consult CENIC and economic development organizations (EDCs) to explore opportunities.	As model telemedicine project is implemented, begin to explore with providers and stakeholders opportunities to accommodate other applications for education and economic development. Prepare an assessment and recommended actions.	Implement recommended actions for promoting other education and economic applications. Monitor and evaluate resulting improved access and affordability.	Evaluate results and identify remaining gaps in availability and use of ACS infrastructure. Determine longer-term actions.	Partnership, RACSO, CETF, BTH, CENIC, EDCs, Providers, Stakeholders

Section VI. Recommended Organizational Structure for Implementation

Overview and Summary

In order to reach agreement on a preferred organizational structure for implementation of the Strategic Action Proposal, the Partnership Board first articulated "Working Premises" about the kind of commitment required to achieve measurable improvement for the future of the San Joaquin Valley and then adopted criteria in the form of objectives and characteristics with which to evaluate options for composition and legal mechanism to establish a responsible implementing entity accountable to the public (see below). This approach provided a coherent, transparent process to develop a recommendation. It also provides a framework for future discussion about the most effective organizational structure to continue implementation of the Strategic Action Proposal.

As articulated below under "Working Premises," the Partnership Board strongly recommends that there must be a long-term commitment—on the order of about a decade—to improving the economic and quality of life conditions in the San Joaquin Valley in order the achieve measurable results in the region. However, it is also the expectation of the Partnership Board, that with such a sustained effort, the San Joaquin Valley will approach its potential economically and will significantly increase its contribution to California's overall prosperity. Thus, the concentrated focus and investment in the San Joaquin Valley will return substantial dividends to California.

The Partnership Board recommends that for the immediate future, up to the next two years, that the Governor establish through a new Executive Order an initial organization to begin implementation of the Strategic Action Proposal during Fiscal Year 2006-2007 that builds on and augments the existing structure. This is the most efficient legal mechanism to immediately jumpstart implementation of the Strategic Action Proposal and not lose any momentum for action.

> The California Partnership for the San Joaquin Valley is eight counties coming together as one voice with the same mission for a better quality of life for future generations.
>
> Sheila Carroll
> Civic Leader
> Stanislaus County

The Partnership Board further recommends that legislation be enacted during the next Legislative Session that will establish in statute the responsible organizational structure and memorialize the long-term commitment from the State of California to improve the future of the San Joaquin Valley. The new Executive Order will provide an opportunity and appropriate time period to gain more experience about what organizational structure will be the most effective in implementing the Strategic Action Proposal for the remainder of the decade.

Working Premises

Based on input from the Work Groups, Public Forums, Local Elected Officials Roundtables, and consultation with the State and Federal Elected Delegations, the Partnership Board adopted the following as "working premises" in considering an organizational structure for implementation of the Strategic Action Proposal:

- A sustained effort for a period of time (at least 5 years and perhaps as long as 10 years) will be required to achieve measurable improvement in the socio-economic statistics in the San Joaquin Valley. Thus, the Strategic Action Proposal sets forth recommendations for implementation over the next decade.
- There is a need for a formal, official organizational structure to implement the Strategic Action Plan that is explicitly accountable to the public.
- The implementation strategies and organizational structure must be "rooted" in the existing leadership and stakeholders of the San Joaquin Valley who not only support the Strategic Action Plan but who also accept responsibility for implementation.
- The Strategic Action Proposal and the implementing organizational structure need to focus on regionwide strategies and actions, building upon and augmenting local efforts while tackling regional

challenges with regional solutions.

- Implementation of the Strategic Action Proposal will require dedicated resources, beginning first with using existing funds more efficiently by working together regionally for greater impact, and then securing necessary additional investments.

Objectives of an Organizational Structure

The Partnership Board identified the following objectives for an organizational structure to implement the Strategic Action Proposal:

- Ensure continuity of leadership and commitment from all levels of government.
- Focus on regional challenges and engage stakeholders regionwide in implementation actions.
- Leverage existing resources for greater impact.
- Foster trust and commitment from existing organizations and civic leaders.
- Provide mechanisms by which existing organizations can take ownership for implementation.
- Ensure accountability for outcomes and progress.

> Using extensive public input as a foundation, the Partnership has developed actions that will improve the quality of life, including air quality and water quality, for residents of the San Joaquin Valley.
>
> Linda Adams
> Secretary
> California Environmental Protection Agency

Characteristics of an Organizational Structure

The Partnership Board further determined that an organizational structure for implementation of the Strategic Action Proposal should have the following characteristics:

- Establish a public-private partnership bringing together government and the citizenry to jointly tackle priority challenges.
- Involve high-level officials from local, regional, state, and federal governments.
- Ensure sustained, ongoing commitment and involvement from state and federal administrations to continue focused attention and targeted resources.
- Align and connect the implementation efforts to existing organizations.
- Provide a legally-constituted entity with explicit accountability for progress and responsibility for public reports.

Options for Legal Mechanisms to Establish an Organizational Structure

There are several options for legal mechanisms to establish an organizational structure that would accomplish the objectives and incorporate the characteristics set forth above. The following are the basic options (of which there are several variations):

- Governor's Executive Order (could be complemented by a President's Executive Order).
- Joint Exercise of Powers Agreement (JEPA) among Existing Entities (such as Councils of Governments, Institutions of Higher Education, etc.).
- Designation of a responsible "managing" entity by Executive Order or legislation, which could include designation of a public entity or existing non-profit organization.
- Legislation to constitute a new entity (commission, consolidated regional council of governments, etc.).
- Incorporation of a new 501(c)3 non-profit organization.

Of these options, the course of action that can be accomplished most easily in the shortest period of time is a Governor's Executive Order. The Partnership Board recommends that a new Executive Order be signed to take effect at the beginning of December 2006 in order to maintain the current momentum and to begin immediate implementation of the Strategic Action Proposal for which the 2006-2007 State Budget provides $5 million (see approved budget allocations below).

The Partnership Board further recommends that the Governor's Office work closely over the next two years with the State Legislative Delegation and the Legislature Leadership to enact legislation to take effect no later than January 1, 2009 that establishes in statute an organizational structure that responsible for implementing the Strategic Action Proposal for the remainder of the decade.

It is essential that the organization responsible for implementing the Strategic Action Proposal is accountable to the public and stakeholders. Thus, regardless of legal mechanism for establishment or the composition, it is recommended that responsible implementing organization must prepare and publish a report on progress annually and recommendations for modifications to the Strategic Action Proposal based on experience and feedback.

Composition of an Organizational Structure

Regardless of the legal mechanism used to establish an organization responsible for implementing the Strategic Action Proposal, the composition of the organizational structure should include the following:

- 8 Local Elected Officials (from general purpose local governments—elected County Supervisors or City Council members) – 1 from each County (appointed by Governor from Councils of Government nominations).
- 8 Civic Leaders (appointed by Governor – nominations invited from community at large).
- 8 State Administration Cabinet Members.
- 4 State Legislators from the San Joaquin Valley Delegation (2 each from Assembly and Senate, 1from each Party, appointed by the Legislative Leadership)—non-voting.
- 1 Member of Congress from the San Joaquin Valley Delegation—non-voting.
- ≤5 Liaisons from key State Boards / Commissions and the Federal Task Force.
- Representatives of Regional Consortia of Existing Organizations recognized by the Partnership (Regional Consortia constituted by written agreement approved by the Partnership for purposes of using existing resources more effectively and implementing portions of the Strategic Action Proposal; examples could include regional consortia of Councils of Governments, Workforce Investment Boards, Economic Development Corporations, Institutions of Higher Education, Employers Related to Targeted Industry Clusters, County Superintendents of Education).
- ≤3 Additional Representatives with Specialized Expertise (appointed by Governor).
- A Chair and 2 Deputy Chairs (1 each Local Elected Official, Civic Leader, and Cabinet Member) appointed by the Governor from among the above members.

> It is a pleasure to have the opportunity to serve with others in recommending improvements for the 8 counties of the Central Valley of California.
>
> Ray Dezember
> Civic Leader
> Kern County

> The California Partnership for the San Joaquin Valley is important because it encourages regional collaboration.
>
> Trina Gonzalez
> Health and Human Services Agency

In order to maintain the spirit and balance of the public-private partnership, the new Partnership Board should continue to operate under the "consensus approach" adopted by the original Board and there should be an additional provision that requires a super majority of each group of Board members (local elected officials, civic leaders, and government officials) to concur on major decisions. It also should be recognized that Cabinet members will continue to recuse themselves from discussions of proposed legislation because of primary responsibility to the Governor and Administration on legislative matters.

Section VII. Funding and Financing Recommendations

Resource Needs

There are three distinct resource needs to implement the Strategic Action Proposal: (1) Secretariat and Staffing Functions; (3) Strategic Programs (Seed Grants); and (3) Major Infrastructure Investments and Environmental Improvements. The following outlines these needs.

Secretariat and Staffing Functions

Need: Overall staff support for implementing organization and leadership structure (secretariat function), including convening of stakeholder meetings, management and coordination of outreach and communi-cations; Staff support for work groups or successor committees.

Funding Requirement: $1 - $2.5 million per year (to be phased in with initial funding).

Proposed Source of Funding: Initial implementation funding appropriated by State.

Fiscal Agent: Business, Housing and Transportation Agency (BTH) for initial implementation as per the Fiscal Year 2006-2007 State Budget; thereafter to be determined.

Strategic Program Initiatives

Need: Funding to implement recommendations for reforms and new programs. Initially, a seed grant program will be launched pursuant to the State Budget for Fiscal Year 2006-2007 which provides $2.5 million for this purpose. Matching grants and additional funding will be required and pursued in the future,

Funding Requirement: Initial investment of $2.5 million in Fiscal Year 2006-2007.

Proposed Source of Funding: Initial implementation funding appropriated by State.

Fiscal Agent: BTH for initial implementation as per the Fiscal Year 2006-2007 State Budget; thereafter to be determined.

> The San Joaquin Valley Partnership is important to the Valley because it is the only vehicle that brings all of the communities and leaders of the Valley together to identify key issues and concerns and to work collaboratively to fund the necessary changes to improve the socio-economic quality of life and opportunity comparable to the rest of California communities and citizens.
>
> Fred Ruiz
> Civic Leader
> Fresno County

Major Infrastructure Investments and Environmental Improvements

Need: Funding/Financing of major initiatives:

—Highway 99 and East-West Corridors

—Air Quality Attainment

—Water Supply, Water Quality, Restoration and Flood Control Improvements

—Water Service and Sewage Treatment Facilities

—UC Merced Medical Education Program Facilities

Funding Requirement: See below.

Proposed Sources of Funding: See below.

Fiscal Agent: Will vary by project.

Initial Budget for Implementation

The Governor and Legislature approved an appropriation of $5 million in the State Budget for Fiscal Year 2006-2007 for the California Partnership for the San Joaquin Valley for implementation of the Strategic Action Proposal. Thus, the funding and all expenditures are subject to completion and submission of the Strategic Action Proposal, which is due to the Governor by October 31, 2006.

At the request of the Legislature, the Partnership Board developed and approved the following working budget for use of the $5 million:

$5 Million in Fiscal-Year 2006-2007 State Budget

1.7 Management Personnel and Consultants

2.5 Seed Grants to Implement Strategic Action Proposal

.1 Community Outreach

.2 Communications (including multi-language materials)

.3 Annual Progress Reports for Accountability

.2 Regional Conferences for Periodic Reporting and Mobilization of Volunteers

With the assistance of BTH, the Partnership Board will initiate a process to obtain proposals for professional secretariat and other staff support. The $1.7 million specified for "management personnel and consultants" above will be used to engage contracted professional support for the secretariat function to coordinate the meetings and deliberations of the Partnership Board and to staff work groups in implementing the Strategic Action Proposal. The Legislature also authorized this funding to support up to two fixed-term positions at BTH to help develop and manage the initial contract process. It is the intent of BTH to try to use only one of the positions to retain more funding for the contracted secretariat and staffing functions.

The approved funding includes $2.5 million for "seed grants" to begin implementation of the Strategic Action Proposal. The Partnership Board will develop a competitive "Request for Proposals" (RFP) process to obtain proposals for up to $250,000 each to implement specific components of the Strategic Action Proposal consistent with the following criteria:

—Establishes an innovative regional approach to working together that will achieve a greater impact of existing resources.

—Augments leadership from the Partnership or from existing organizations to foster systemic change and reform.

—Provides matching resources.

—Fosters greater public-private collaboration.

—Engages citizenry and mobilizes volunteers.

One of the first tasks of the Partnership Board following final approval of the Strategic Action Proposal is to develop a detailed Work Plan for the first two years of implementation. The Work Plan will need to facilitate the transition of the Partnership from a "planning mode" to an "implementing mode" with the appropriate change in operational structure.

It is the intent of the Partnership Board that the $5 million in State funding will attract and leverage other funding and will be coordinated with efforts currently being led and funded by existing organizations, such as the Councils of Government responsible for the Regional Blueprint Plan process and the Regional Air Quality Management District responsible for air quality compliance. BTH with the approval of the Partnership Board will encumber the full $5 million by June 30, 2007.

In order to ensure public accountability, the Partnership Board will prepare Annual Progress Reports and convene a regionwide Annual Summit to report to civic leaders, modify or adjust the Strategic Action Proposal Work Plan as necessary, and mobilize volunteers for implementation of the next phase of work.

> The Governor's faith in the San Joaquin Valley to determine its future and make life better for all who make their home in the Great Central Valley is being fulfilled in the mission of this California Partnership. We who serve State government stand ready with our commitment and strong efforts to help realize this vision.
>
> Rosario Marin
> Secretary
> California State and Consumer Services Agency

Funding and Financing of Major Investments and Improvements

Overview and Recommendation

Preliminary estimates show that the major infrastructure investments and environmental improvements proposed in this Strategic Action Proposal will require significant public and sector funding and financing over the next ten years. To provide some context for these numbers, the Congressional Research Service issued a report in November 2005 showing that per capita federal direct expenditures and obligations to the San Joaquin Valley were $4,736 for FY 2002, or $2,078 less than the national per capita rate of $6,814. In 2003, Valley per capita spending fell to $4,645 while national spending rose to $7,089. Multiplied by the 3.4 million current residents of the Valley, this generates an annual shortfall to the region of $7 to $8 billion per year.

While some of the proposed major initiatives have detailed cost analyses (such as Highway 99 improvements), others need more in-depth study. The Partnership recommends that the proposed implementing organization established by the new Executive Order appoint a Funding and Financing Committee to: (a) work with the appropriate federal, state and local agencies to develop more detailed cost analyses; (b) identify existing local, state and federal resources to help implement the proposed initiatives; (c) identify funding/financing gaps; (d) evaluate alternative funding and financing sources to fill the gaps; and (e) make funding / financing recommendations.

Shown below are preliminary estimates to implement the proposed major infrastructure investments and environmental improvements. The Partnership anticipates that public funding of these major projects will come from a combination of federal, state and local government. The suggested funding sources are intended to serve as thought-

starters for the proposed Funding and Financing Committee. The same is true of the suggested funding options and financing alternatives.

Prospective Funding Needs and Sources

The major infrastructure investments and environmental improvements discussed below include only those projects requiring multi-year funding in amounts equal to or greater than $50 million per year, based on best available information and estimates. It should be noted that some of the Partnership recommendations requiring further study may well result in subsequent projects meeting the criteria. For example, the Partnership is recommending an in-depth study of the Valley water salinity problems and the solution may meet the major project funding criteria threshold.

> The Partnership is our opportunity to jump into the 21st century and put the San Joaquin Valley on the map. We are creating a new definition of region – collaborating for results without government regulation. The Governor gave us this chance. It's up to us to make it work.
>
> Carol Whiteside
> President
> Great Valley Center

Transportation Projects

Highway 99 Improvements: Implementation of the Department of Transportation Master Plan for Highway 99 will require funding of $6 billion over the next ten years. Of this total, $1 billion is included in the transportation infrastructure bond measure that will be before the California voters in November 2006 (it is anticipated that approximately 85% of the $1 billion will be dedicated to the 274-mile in the San Joaquin Valley from Bakersfield to Stockton). The balance will need to be secured from federal, state and local sources.

Other Corridors of Regional Importance: In addition to H 99, the region needs to invest in major East-West corridors, including farm-to-market corridors, that cut across two or more counties. These projects are expected to be funded primarily from federal and state formula funding and local self-help measures.

Air Quality Projects

Incentive Programs to Accelerate Adoption of Air Quality Mitigation Technologies: The proposed programs are aimed at incenting accelerated mitigation of emissions from mobile and stationary sources as well as investment in clean fuels and renewable energy. The total cost to implement the proposed programs is estimated at $1.65 billion per year. Of this amount, the Air Quality Work Group anticipates that the private sector will invest approximately $1.1 billion per year, requiring public investments of $550 million per year.

Water and Energy Projects

Solar Initiative for Water and Waste Water: More than 20% of California's energy consumption is used to move water. This proposed project is aimed at assisting irrigation districts and other water agencies in using solar energy for water movement in the San Joaquin Valley. The project is anticipated to be funded primarily by the private sector with tax incentives from the State of California. The needed tax incentives are estimated to total $1.6 billion over the next ten years.

Upper San Joaquin Basin Project Completion: This project is aimed at development of the added water facilities required to supply the projected population growth and economic development in the Valley. The required investment is on the order of about $1 billion over ten years. Funding will be required from federal, state and local sources.

San Joaquin River Restoration: This project is aimed at implementation of the recently concluded Friant settlement. Total investment required is approximately $1 billion. Funding will be required from federal, state and local sources.

Water Service and Waste Water Treatment

The region will need to make significant investment in water service and water sewage projects. These projects will be primarily funded from local sources with state and federal support required for some of the smaller rural communities. In addition, there may need to be financing mechanisms that facilitate cost-effective multi-jurisdictional implementation.

UC Merced Medical School

This project aims to address the severe shortfall in physicians and allied health professionals in the San Joaquin Valley. The capital costs associated with the facilities required in a "distributed model" (not a single teaching hospital) are estimated at $150 million over three years. Funding for this project is anticipated to come primarily from the state.

(Note: All amounts indicated below are in 2006 dollars, unadjusted for inflation.)

Funding Options

The first order of business for the Partnership Board is to determine how to use existing State and federal funds more efficiently and how to secure funds for which the region (local communities and residents) may be eligible but are not being claimed. The proposed Funding and Financing Committee then should evaluate the following sources of funding:

- —Use Existing State and Federal Funds More Efficiently
- —Secure Eligible State and Federal Funding Not Claimed
- —Expanded Enterprise Zone(s)
- —Other Regionwide Economic Development Incentives Zone
- —Other State Funding
  - —New Federal Funding
  - —Community Improvement District(s)
  - —Socially-Responsible Equity Fund (capitalized primarily by private investors)
  - —Fees / Tolls
  - —Local and/or Regional Self-Help Measures
  - —Other

Financing Alternatives

The proposed Funding and Financing Committee should evaluate the following financing mechanisms:

- —Joint Exercise of Power Authorities (JEPAs)
- —Community Improvement District(s)
- —Tax Increment Financing
- —I-Bank Financing
- —Grant Anticipation Revenue Vehicles (GARVEES)
  - —Tax Exempt Revenue Bonds
  - —General Obligation Bonds
  - —Other

Governor Schwarzenegger has provided the San Joaquin Valley with the leadership and mechanism to become a collective force in generating solutions to the economic, educational and structural problems that have plagued the region for generations.

Larry M. Fortune
Civic Leader
Fresno County

The California Partnership for the San Joaquin Valley is vital to the future prosperity of the Central Valley. The synergy between civic and business leaders is creating solutions to meet the needs of California's fastest growing region and helping increase the connectivity of the State. As the Partnership continues to build a bridge to the future, it will continue to improve the quality of life for all San Joaquin Valley residents.

Barry Hibbard
Civic Leader
Kern County

Section VIII. Conclusion and Next Steps

Conclusion

The economic prosperity and quality of life for the San Joaquin Valley can be improved by implementation of this Strategic Action Proposal.

- There must be a sustained commitment from all levels of government in cooperation with the leadership of the region to make a measurable difference. It is expected that it will take about a decade to accomplish. The Governor's leadership and ongoing involvement of the Cabinet are pivotal. The continued support and leadership from the State Legislature and Congressional Delegation will be critical.
- An identified entity responsible for implementation is essential. The organizational structure should be a public-private partnership that involves local, regional, state and federal public officials as well as civic leaders from the region. The initial organizational structure should be established by a new Executive Order, followed by enactment of legislation to ensure commitment and continuity for a decade.
- Successful implementation will require focused and disciplined leadership that delivers results as soon as possible. This will require working with existing organizations as partners, leveraging existing resources, and building upon successful pilots that can be taken to scale.
- Significant investments in infrastructure and air quality will be required to promote economic development. These investments will require innovative collaboration and joint ventures by the public sector—all levels of government—and the private sector.
- Accountability to the public must be assured through Annual Progress Reports and regionwide Annual Summits.

The San Joaquin Valley has a great heritage and immense potential—it is indeed California's 21st Century Opportunity.

> The Partnership is important because it is leading to more collaborative solutions, allowing the Valley to achieve the greatness it so richly deserves.
>
> Gary Gilbert
> Supervisor
> Madera County

> The Partnership is timely, appropriate and addresses the urgent and long term needs of the San Joaquin Valley. The ambitious goals outlined have realistic plans for action. The momentum must keep rolling!
>
> Coke Hallowell
> Civic Leader
> Fresno County

> Our future relies on our ability to work together regionally to ensure a better future for all our residents.
>
> Victor Mow
> Supervisor
> San Joaquin County

Next Steps

The Partnership Board strongly recommends that the Governor and Legislature accept and ratify this Strategic Action Proposal as the framework for action and future investment to improve the economic prosperity and quality of life for the San Joaquin Valley. Using the Strategic Action Proposal as the foundation, the following are the immediate next steps:

- The Governor should enact a new Executive Order and appoint members to the Partnership Board by the beginning of 2007.
- The Partnership Board should engage secretariat and staffing support through a competitive process and launch a request for proposals for seed grants to begin implementation. The Partnership also should develop and adopt an initial work plan, including establishing a schedule for regular meetings and the first regionwide Annual Summit.
- The Legislature should develop legislation to continue the Partnership for a ten-year period.

IX. Acknowledgements

> I have been most impressed by the sense of common purpose to achieve our goals: economic vitality, environmental quality and educational opportunity.
>
> Susan Benham
> Councilwoman
> City of Bakersfield

The California Partnership for the San Joaquin Valley is a model for public-private collaboration and a testament to what is possible when civic leaders and their government officials work together. Governor Arnold Schwarzenegger provided essential leadership in signing the Executive Order that established the Partnership and assigned eight members of his Cabinet to focus on the San Joaquin Valley in cooperation with public officials and civic leaders from the region. The Cabinet was directed to participate in the Partnership and to assist with preparation of this Strategic Action Proposal within existing resources. All Cabinet Secretaries personally participated in several significant ways, including assigning personnel from their Agency to the Partnership.

In addition, the Partnership relied greatly on the donated professional staff support from other organizations to accomplish its mission. Most notably among these organizations providing pro bono staffing was the Great Valley Center and California State University, Fresno, including the Office of Community and Economic Development, The Kenneth L. Maddy Institute of Public Affairs, California Water Institute, and International Center for Water Technology. In addition, early planning support was provided by the California Center for Regional Leadership.

The Partnership was supported and advanced by the leadership from elected State Legislators and the Congressional Delegation representing the San Joaquin Valley, whose commitment and assistance ensure that this Strategic Action Proposal will be implemented. The Federal Interagency Task Force for the Economic Development of the San Joaquin Valley fully cooperated and guided the work of the Partnership, providing a solid platform from which to begin developing strategies and recommendations. And, Fresno Mayor Alan Autry and the Fresno Regional Jobs Initiative actively supported establishment of the Partnership.

Finally, the panel presenters and participants in the Public Forums provided valuable input to inform and shape the Strategic Action Proposal. And, the Board Meetings and the Public Forums were generously hosted and underwritten by numerous organizations and sponsors who provided the venues for the work to be conducted and the food to energize the volunteers.

We in Governor Schwarzenegger's Cabinet wish to acknowledge and thank the following organizations and individuals for their assistance and support of the California Partnership for the San Joaquin Valley.

Great Valley Center

President Carol Whiteside and the entire Great Valley Center team provided pro bono coordination and staff support for the Partnership from the day Governor Schwarzenegger signed the Executive Order. In addition, Carol Whiteside staffed the Land Use, Agriculture and Housing Work Group and facilitated coordination with the eight Councils of Government for launch of the Regional Blueprint Plan; Carolyn Lott staffed the Highway 99 Task Force, Transportation Work Group and the Advanced Communications Services and Information Technology Work Group; and Heidi Arno recorded all the Minutes for the Partnership Board Meetings and Public Forums as well as assisted in making arrangements for the all the meetings. Melissa Martin and Mariana Cordova (a Citibank Summer Intern) provided significant assistance with formatting of the Strategic Action Proposal. And, Mike Lynch, Richard Cummings (who assisted with communications and media), Maggie Dunbar and Manuel Alvarado provided vital assistance in other activities. Also, the Great Valley Center raised funds to support additional reports and analysis for land use regional planning, facilitated organization and engagement in the Public Forums, assisted with the background information for the final report, prepared the indicators graphs, and compiled the socio-economic reports for the region and each county.

California State University, Fresno

Dr. John Welty, President of California State University, Fresno, provided pro bono an invaluable array of faculty and professional experts to support the Partnership, whose assistance was pivotal. In particular, Ashley Swearengin, Director of the Office of Community and Economic Development, compiled and summarized reports, prepared background materials, and helped organize the Partnership from the very beginning. She also staffed the Economic Development Work Group and the Higher Education and Workforce Development Work Group and facilitated numerous meetings with key stakeholders with the assistance of Ann Marquez, Manjit Atwal and Allyson Robison. Mark Keppler, Executive Director of The Maddy Institute, staffed the Air Quality Work Group and convened a panel of Student Body Leaders from the San Joaquin Valley institutions of higher education to provide input to the Partnership. He was assisted by Debora Bolen. Dr. David Zoldoske, Director of the California Water Institute, and James R. Tischer, Regional Program Manager for the Center for Irrigation Technology, staffed the Water Quality, Supply and Reliability Work Group and the Energy Work Group. Dr. Allen Carden, Director of the Central Valley Higher Education Consortium, helped convene meetings with the leaders of higher education in the region and provided invaluable input into the development of the Higher Education and Workforce Development Work Group Report. Dr. John Capitman and Deborah Gibbs Riordan of the Central Valley

Health Policy Institute and David J. Foster, Director of the Central California Area Social Services Consortium, assisted in developing recommendations for the Health and Human Services Work Group.

Federal Interagency Task Force

Pete Weber is the liaison from the Federal Interagency Task Force to the Partnership Board and also served as co-convener for the Air Quality Work Group. He worked closely with Housing and Urban Development Department Regional Director Richard Rainey and executive Rollie Smith, coordinator for the Federal Task Force, to ensure integration of their work into the Partnership. Together they facilitated consultation with the Congressional Delegation from the San Joaquin Valley. In addition, Pete Weber chaired the Committee on Funding and Finance and Rollie Smith assisted the Energy Work Group. Importantly, the Federal Interagency Task Force is adopting the Strategic Action Proposal as its own agenda – an indication of significant federal-state collaboration to advance the San Joaquin Valley.

California Center for Regional Leadership

The California Center for Regional Leadership and former Executive Director Nick Bollman helped organize the Partnership and prepare for the first Board meeting in September 2005. This work was assisted by Deborah Nankivell from the Fresno Business Council and Regional Jobs Initiative.

Agency and Board Deputies

Each Cabinet Secretary designated deputies to the Partnership who consistently supported the Partnership with quality professional staffing. Most notably, Trina Gonzalez, Health and Human Services Agency, staffed the Health and Human Services Work Group and Ricardo Soto, Office of the Secretary of Education, staffed the K-12 Education Work Group. Chief-of-Staff Georgeanne White, John Madrid, Kyle Loreto, and Roger Montero from the Office of Mayor Alan Autry also provided significant support to the K-12 Education Work Group. Dr. Ed Kawahara, Undersecretary Rick Rice, Jaime Fall and Kate Tansey from Labor and Workforce Development actively assisted the Workforce Development and Higher Education Work Group. Undersecretary A.J. Yates, Jonnalee Henderson (who assisted in recording proceedings), Steve Schaffer and Eric Stein from the California Department of Food and Agriculture (CDFA) diligently participated in all activities. Finally, Cindy Tuck from the California Environmental Protection Agency, and Jay Chamberlin from the Resources Agency, and Ruth Coleman, Director of the Department of Parks and Recreation, a department within the Resources Agency, were steadfast in their participation and assistance.

A special debt of gratitude is owed Belen Diaz-Torres, Executive Assistant in the Business, Transportation and Housing Agency (BTH), for carrying the lead secretariat responsibilities for the Partnership Board, including preparing and distributing agenda packets to the Board. Other members of the BTH team who supported the Partnership include: Chris Nance and Danita Ng, who coordinated all the communications outreach; Karin Fish, who coordinated all the Requests for Proposals and contract processes; Curt Augustine, who coordinated Executive Orders and legislative matters; Ouida Braithwaite, who assisted with Public Forums; John Cox and Jason Hone, who helped edit the Strategic Action Proposal; Jim Bourgart, who is facilitating the focus on Highway 99; Ed Heidig; Yolanda Benson, Carol Farris, and John Barna (now Executive Officer of the California Transportation Commission).

Thanks to the San Joaquin Valley Partnership, attention has been focused on one of California's most important regions. Hopefully, the continuing collaboration will result in unprecedented quality of life improvements in the Great Central Valley.

R. Kirk Lindsey
Liaison
California Transportation Commission

The Partnership is the Valley's opportunity to define its future. The implementation of the Action Proposal will benefit not only the Valley, but all of California.

Barbara Patrick
Supervisor
Kern County

Within BTH, the Department of Transportation (Caltrans) deserves special acknowledgement for completing the Highway 99 Master Plan and Business Plan in such a timely manner and assisting with several other activities, including video taping all meetings of the Partnership for the archives. Thanks to: Director Will Kempton; District 6 Directors Mike Leonardo, Alan McCuen, and Malcolm Dougherty along with their Highway 99 team Randy Treece, Jim Bane and Phillip Sanchez; District 10 Director Kome Ajise; headquarters team Tom West, Gregg Albright, and Joan Sollenberger; and videographer Kevin Kast.

Also part of BTH, the California Travel and Tourism Commission and Executive Director Caroline Beteta provided focused support to the Partnership in working with the Central Valley Tourism Association to develop a work plan for tourism. And, Executive Director Stan Hazelroth and Roma Cristia-Plant of the Infrastructure and Economic Development Bank are providing staff support for the Funding and Financing Work Group.

State Legislators

The State Legislators from the San Joaquin Valley, led by Senator Charles Poochigian and Assemblymembers Nicole Parra and Juan Arambula, strongly encouraged the Administration to establish the Partnership and supported the development of the Strategic Action Plan in several ways. They attended Partnership Board Meetings and testified at Pubic Forums, including: Assemblymembers Juan Arambula, Dave Cogdill, Bill Maze, Alan Nakanishi, Nicole Parra, Mike Villines; and Senator Jeff Denham. The entire State Delegation advocated for the initial funding for implementation of the Strategic Action Plan, including Senators Roy Ashburn, Dean Florez, and Michael Machado and Assemblymembers Greg Aghazarian, Guy Houston, Barbara Matthews and Kevin McCarthy. Assemblymember Parra has further cooperated with the Partnership on formulation of the Executive Orders and has pledged to take the lead on future legislation.

The Legislative Leadership supported the budget appropriation in order to ensure the Strategic Action Proposal will be implemented during FY 2006-07. Special thanks to: Assembly Speaker Fabian Nunez and Minority Leader George Plescia; and Senate President pro Tempore Don Perata and Minority Leader Dick Ackerman. Several legislative staff provided key assistance, including: Mary Kaems, Tia Boatman Patterson, Toni Symonds, Cynthia Leon, Tom Higgins, Mercedes Flores, and Gail Delihant.

Congressional Delegation

The Congressional Delegation from the San Joaquin Valley enthusiastically supported and encouraged the State effort. The Partnership Board is grateful to: U.S. Senator Dianne Feinstein and her staff Shelly Abajain and Sarah Moffat; U.S. Senator Barbara Boxer and her staff Ameen Kahn; Congressman Dennis Cardoza and his staff DeeDee D'Adamo; Congressman Jim Costa and his staff Bob Sanders and Cheryl Lehn; Congressman Devin Nunes and his staff Justin Stoner and Kevin Shakespeare; Congressman Richard Pombo; Congressman George Radanovich and his staff Michael Lukens and Darren Rose; and Congressman Bill Thomas.

Institutions of Higher Education

The Partnership events were graciously hosted at institutions of higher education by outstanding academic leaders in the San Joaquin Valley, including: University of the Pacific and President Donald DeRosa; University of California, Merced and Chancellor Carol Tomlinson-Keasey, Vice Chancellor John Garamendi, Jr., Vice Chancellor Dr. David Ashley, Dean Maria Pallavicini, School of Natural Sciences, and Larry Salinas and his team; California State University, Stanislaus and President Hamid Shirvani; State Center Community College District and Chancellor Tom Crow; California State University, Bakersfield and President Horace Mitchell; and California State University, Fresno and President John Welty.

Participants in the Public Forums

The Partnership Board Members organized each of the Public Forums, including civic leaders from government, business and the community to present testimony. The members of the public attending the Forums then participated in an exercise to express their views by Work Group topic. Also, every locally-elected official was invited to attend a separate Roundtable with the Partnership Board to provide input. The following lists the panel presenters and participating local elected officials. In total, more than 1,000 people participated in the Public Forums.

Kern County Public Forum

Government Panel: Supervisor Ray Watson, Kern County Board of Supervisors; County Legislative Analyst Allan Krauter; Ron Brummett, Kern County Council of Governments; Dr. Larry Reider, County Superintendent of Education

Business Panel: Patrick Collins, Kern Economic Development Corporation; Debbie Moreno, Greater Bakersfield Chamber of Commerce; Keith Brice, Mid State Development Corporation; Lou Gomez, Kern County Hispanic Chamber of Commerce; Mike Turnipseed, Kern County Taxpayers Association; David Parker, Kern County Foundation

Community Panel: Dr. Bill Andrews, Bakersfield College; Dana Karcher, The Tree Foundation of Kern County; Holly Hart, Smart Growth Coalition; Steve Sanders, Community Connection for Child Care; Art Vogner, Kern County Sierra Club; Carla Edwards, Fresno County Farm Bureau

Local Elected Officials Roundtable: County Supervisors: Jon McQuiston, Barbara Patrick, Ray Watson / City Councilmembers: Susan Benham (Bakersfield) / Others: President Horace Mitchell (California State University, Bakersfield) / Bakersfield Mayor Harvey Hall addressed the Partnership at a subsequent meeting.

Tulare County Public Forum

Government Panel: Chairman Steve Worthley, Tulare County Board of Supervisors; Mayor Richard Ortega, City of Tulare; President Don Goodyear, College of Sequoias; Chief Bob Williams, Tulare County Chiefs Association; Bill DeLain, Tulare County Workforce Investment Board; George Finney, Tulare County Council of Governments

Business Panel: Paul Saldana, Tulare County Economic Development Corporation; Ralph Hinds, Dinuba Chamber of Commerce; Mike Cully, Visalia Chamber of Commerce; Brad Caudill, Tulare County Farm Bureau; Gil Jaramillo, Tulare-Kings Hispanic Chamber of Commerce

Community Panel: Ernie Hernandez, United Way of Tulare County; Peter Carey, Self-Help Enterprises; Brooke Frost, Tulare County First 5 Children's Health Initiative; Carolyn Rose, Community Services and Employment Training

Local Elected Officials Roundtable: County Supervisors: Chairman Steve Worthley, Connie Conway, Phil Cox, Allen Ishida / City Councilmembers: Paul Boyer (Farmersville); Pamela Kimball (Lindsey); Mayor Pedro Martinez, Cameron Hamilton (Porterville); Mayor Richard Ortega (Tulare); Mayor Jesus Gamboa (Visalia) / Others: Victor Gonzales (Tulare District Hospital Board); Ron Johnson (Tulare County Office of Education)

> The California Partnership for the San Joaquin Valley is important because the Governor had the foresight to create an unprecedented opportunity for the eight-county Valley region to develop an actionable vision for its future.
>
> Lorraine Salazar
> Civic Leader
> Fresno County

> The California Partnership for the San Joaquin Valley is helping the region develop a shared vision for our future and take action to realize that vision.
>
> Ashley Swearengin
> Executive Director,
> Office of Community and Economic Development
> CSU Fresno

Kings County Public Forum

Government Panel: Chairman Tony Oliviera, Kings County Board of Supervisors; Superintendent of Education John Stankowich; City Manager Ron Hoggard, City of Corcoran; Mayor Dan Chin, City of Hanford; County Administrative Officer Larry Spikes

Business Panel: John Lehn, Economic Development Corporation; Don Mills, Kings County Water District; Ryan Bertao, Kings County Farm Bureau; Linda Lahodny, Lemoore Chamber of Commerce; Dick Jacques, Hanford Chamber of Commerce / Board of Realtors

Community Panel: Judy Horn, Hand in Hand; Frank Gornick, West Hills College; Kendall Fults, VP Ambulatory Services; Dale Norton, College of the Sequoias; David Droker, Kings Community Action

Local Elected Officials Roundtable: County Supervisors: Chairman Tony Oliviera, Joe Neves, Alene Taylor / City Councilmembers: Mayor Sid Craighead (Avenal); Mayor Dan Chin, Marcelyn Buford (Hanford)

Fresno County Public Forum

Government Panel: Chairman Trinidad Rodriguez (Mayor of Kerman), Council of Fresno County Governments; Dr. Carole Goldsmith, West Hills Community College District; Blake Konczal, Fresno County Workforce Investment Board; City Manager Kathy Millison, City of Clovis; Dr. Peter Mehas, County Office of Education

Business Panel: Al Smith, Greater Fresno Chamber of Commerce; Doug Jensen, Economic Development Corporation; Paul Betancourt, Fresno County Farm Bureau; Tom Vidmar, Anlin Industries; Mike Prandini, Building Industry Association; Ken Newby, Fresno Business Council

Community Panel: Keith Bergthold, Fresno Housing Alliance; Keith Kelley, Fresno West Coalition for Economic Development; Suzanne Bertz Rosa, Creative Economy Council; Lue Yang, Fresno Center for New Americans; Kurt Madden, One by One Leadership

Local Elected Officials Roundtable: County Supervisors: Chairman Phil Larson / City Councilmembers: Mayor Nathan Magsig (Clovis); Mayor Alan Autry, Brain Calhoun, Larry Westerlund (Fresno); Mayor Victor Lopez, Roy Rodriguez (Orange Cove); Mayor Pro Tem Donald Ikemiya (Reedley); Mayor Don Tow (Selma)

Merced County Public Forum

Government Panel: Chairman Mike Nelson, Merced County Board of Supervisors; Dr. Lee Anderson, County Superintendent of Education; Vice Chancellor John Garamendi, Jr., University of California, Merced; Frank Quintero, City of Merced Economic Development; Sheriff Mark

Pazin; City Manager Steve Rath, City of Los Banos; Robert Smith, Merced Department of Public Works; Jess Brown, Merced County Association of Governments

Business Panel: Mark Hendrickson, Greater Merced Chamber of Commerce; Scott Galbraith, Merced County Economic Development Corporation; Louie Bandoni, Merced County Farm Bureau; Kevin Stone, Building Industry Association of Central California

Community Panel: Bob McLaughlin, Mercy Medical Center; Paul Lao, Attorney and Community Leader; Diana Almanza, A Women's Place; Ana Pagan, Merced County Human Services Agency; Hicham Eltal, Merced Irrigation District

Local Elected Officials Roundtable: County Supervisors: Chairman Mike Nelson, Kathleen Crookham, Deidre Kelsey, Jerry O'Banion, John Pedrozo / City Councilmembers: Mayor Rudy Trevino (Atwater); Bart Garcia, Joe Oliviera (Gustine); Mayor Michael Amabile, Mayor Pro-tem Mike McAdam (Los Banos); Mayor Ellen Wooten, Michele Gabriault-Acosta, Rick Osorio, Jim Sanders, Bill Spriggs (Merced); Mayor Brandon Friesen (Livingston) / Others: Dr. Lee Anderson (County Superintendent of Education); Sheriff Mark Pazin

Madera County Public Forum

Government Panel: Chairman Frank Bigelow, Madera County Board of Supervisors; Vice Mayor Steve Mindt, City of Madera and Madera Compact; Dr. Sally Frazier, County Superintendent of Education; Angel Johnson, City of Chowchilla; Sheriff John Anderson; Tribal Chairman Elaine Bethel-Fink, North Fork Rancheria of Mono Indians; County Administrative Officer Stell Manfredi

Business Panel: Herman Perez, Madera Chamber of Commerce, Stephen Rico, Madera Hispanic Chamber of Commerce; Julia Berry, Madera County Farm Bureau; Bobby Kahn, Madera County Economic Development Corporation; Jackson Baker, Madera Quarry

Community Panel: Tim Curley, Hospital Council of Northern and Central California; Chris White, Central California Irrigation District; Bob Carlson, Madera County Workforce Investment Board; Hub Walsh, Social Services Department; Former Madera Mayor Gary Savanda

Local Elected Officials Roundtable: County Supervisors: Chairman Frank Bigelow, Ronn Dominici, Gary Gilbert / Others: State Senator Jeff Denham; Assemblymember Dave Cogdill; Tribal Chairman Elaine Bethel-Fink (North Fort Rancheria of Mono Indians); Dr. Sally Frazier (County Superintendent of Education)

Stanislaus County Public Forum

Moderator: Bill Bassitt, Stanislaus Alliance

Government Panel: Supervisor Ray Simon, Stanislaus County Board of Supervisors; Dr. Hamid Shirvani, California State University, Stanislaus; Dr. James Williams, Modesto Junior College; Vince Harris, Stanislaus Council of Governments; Chief Roy Wasden, Modesto Police Department

Business Panel: Jan Roberts, Frito Lay; Keith Boggs, County Economic Development; Carolina Bernal, Hispanic Chamber of Commerce; Mitch Etchebarne, Stanislaus County Farm Bureau; Kevin Stone, Building Industry of Central California; Jan Ennenga, Manufacturers Council of the Central Valley; Pat Riddle, Food Processing Industry Group

Community Panel: Rev. Michael Douglass, Advancing Vibrant Communities; Dean George Boodrookas, Modesto Junior College; Chris King, County Superintendent Office of Education

Local Elected Officials Roundtable: County Supervisors: Jim DeMartini, Jeff Grover, Ray Simon / City Councilmembers: Mayor Anthony Cannella, Chris Vierra (Ceres); Greg Adams (Hughson); Garrad Marsh, Kristin Olsen (Modesto); Mayor Pat Kuhn (Oakdale); Mayor David Keller (Patterson); Mayor Charles Turner (Waterford) / Others: Board Member Betty Davis (Ceres Unified School District); City Manager Brad Kilger (Ceres)

San Joaquin County Public Forum

Government Panel: Mayor Ed Chavez, City of Stockton; City Manager Gordon Palmer, City of Stockton; Dr. Mick Founts, San Joaquin County Office of Education; Superintendent Bill Huyett, Lodi Unified School District; Dr. Mel Lylte, County Water Resources; Andrew Chesley, San Joaquin Council of Governments

Business Panel: Luis Sanchez, Washington Mutual; Kevin Huber, Grupe Company; Ken Cohen, San Joaquin General Hospital; Dr. Moses Elam, The Permanente Medical Group; Mark Martinez, Mexican American Chamber of Commerce; Dennis Lee, Central Valley Asian Chamber of Commerce; Kathy Janssen, Ace Tomato Company; Brad Lange, Lange Twins, Inc.; Walter Yep, Port of Stockton; Perfecto Munoz, Health Plan of San Joaquin; Hazel Hill, San Joaquin Delta College; Bruce Blodgett, San Joaquin County Farm Bureau; Paul Simmons, Attorney

Community Panel: David Berg, County Human Services Agency; Phyllis Grupe, Community Partnership for Families; Carol Ornelas, Asociacion Campesina Lazaro Cardenas; Trevor Atkinson, Common Ground; Michael Ballot, Sierra Club; Sue DePolo, San Joaquin A+

Local Elected Officials Roundtable: County Supervisors: Victor Mow, Jack Sieglock / City Councilmembers: Mayor Gloryanna Rhodes, Kristy Sayles (Lathrop); Mayor Susan Hichcock, John Beckman (Lodi); John Harris (Manteca); Mayor Mike Restuccia (Ripon); Mayor Ed Chavez, Vice Mayor Gary Giovanetti (Stockton)

County Administrative Officers and City Managers

Hosts: Madera County Chairman of the Board of Supervisors Frank Bigelow, Supervisor Gary Gilbert, CAO Stell Manfredi and staff Eric Fleming, Bobby Kahn, David Prentice

County Administrative Officers and Staff: Bart Bohn and Jeanette Ishii (Fresno); Ron Errea (Kern); Larry Spikes (Kings); Brian Haddix (Tulare); Rick Robinson (Stanislaus)

City Managers and Staff: Brad Kilger (Ceres); Robert Ford (Clovis); Andrew Souza (Fresno); Mary Lindsay (Hanford); Joe Donabed (Hughson); Elaine Post (Los Banos); Jim Marshall (Merced); George Britton and Bryan Whitemyer (Modesto); Steve Kyte (Oakdale); Cleve Morris (Patterson); Margaret Silveira (Riverbank); DB Heusser, Selma

Student Body Leaders

A panel of college student body officers met with the Partnership Board to provide the perspective of future leaders for the San Joaquin Valley,

> The California Partnership for the San Joaquin Valley is showing the eight counties that they have a great commonality in their wants and needs and can work together in finding and implementing solutions.
>
> Sharron R. Thornton
> Civic Leader
> Merced County

> The California Partnership for the San Joaquin Valley has engendered a spirit of collaboration among all stakeholders on the most important issues impacting the quality of life for its residents. This spirit will produce real progress on these important issues. It sets the standard for the rest of California in engaging communities to work together to solve their most challenging issues.
>
> Alan Bersin
> Secretary
> Office of the Secretary of Education

including: Josh Franco, UC Merced; Adam Ellison, University of the Pacific; J.P. Pampalo Ungayo, CSU Fresno; Valerie Poyner, CSU Bakersfield; Deanna Delfin Polk, Merced College; Emma Delfin Polk, UC Merced.

Sponsors for Public Forums and Events

The Partnership is grateful to the generous sponsorship and support of the Public Forums and other Partnership events of these individuals, companies and organizations: Fritz and Phyllis Grupe, and assistant Kris Navarra; Robert and Marie Gallo, and Larry Sterling of Gallo Wines; UC Merced Foundation member Robert Carpenter; Council of Fresno County Governments and Barbara Goodwin; Ray Dezember and Sue Benham; City of Visalia; Fred Ruiz and Ruiz Foods; Marcelyn Buford and City of Hanford; Larry Fortune and Fortune & Associates, Pete Weber, San Joaquin Valley Building Industry Association, Lance Kashian and Company, Dr. Tim Stearns and the Lyles Center for Innovation and Entrepreneurship at CSU, Fresno; Greater Fresno Area Chamber of Commerce and Economic Development, Economic Development Corporation Serving Fresno County; Lorraine Salazar and Sal's Mexican Restaurant; Mike Amabile; California Women for Agriculture and Merced County Farm Bureau; Vista Ranches and Sharron Thornton, The Grass is Greener Landscaping; Madera County, Baker Quarries, Best, Best & Krieger Attorneys at Law, Kitchell CEM, PG&E, and AT&T; Children's Hospital in Madera; Sheila Carroll, Jeff Grover, Bovett Petroleum, Jeff Burda, Modesto Commerce Bank, and Carol and John Whiteside; The Permanente Medical Group and Dr. Moses Elam; and Darrel Hildebrand and the Kern County Council of Governments, Tejon Ranch Company, Occidental Elk Hills, Granite Construction Company, ChevronTexico, Smart Growth Coalition, and the Petroleum Club.

Governor's Office

The Governor's Office launched the Partnership, closely followed all the activities leading to preparation of the Strategic Action Proposal, and vigorously pursued initial funding. The team includes: Chief of Staff Susan Kennedy; Cabinet Secretary Fred Aguiar, Scott Reid and Doug Hoffner; Legislative Secretary Richard Costigan and Mike Prosio; Department of Finance Director Mike Genest; External Affairs Director Margaret Fortune; and Central Valley Regional Office Director Julie Benevedes-Menzes. Original formation of the Partnership was steered by Pat Dando, Michael Saragosa and Nicole Madani. Appointments Secretary Timothy Simon, Alice Dowdin-Cavillo, and Nicole Rice are assisting with implementation of the new Executive Order.

The above individuals and organizations all have made a significant contribution to development of the Strategic Action Proposal and have given momentum to the **San Joaquin Valley as California's 21st Century Opportunity.**

> I am honored to be a part of a Governor's appointed collation of valley representatives to create a strategic plan to improve the quality of life and well being of our great valley. We finally have a Governor that recognizes the potential of the Central Valley and I look forward to the implementation of the plan.
>
> Michael S. Amabile
> Mayor
> City of Los Banos

Secretary Linda Adams, California Environmental Protection Agency

Secretary Kimberly Belshé, Health and Human Services Agency

Secretary Alan Bersin, Office of Secretary of Education

Secretary Victoria Bradshaw, Labor and Workforce Development Agency

Secretary Michael Chrisman, Resources Agency

Secretary A.G. Kawamura, Department of Food and Agriculture

Secretary Rosario Marin, State and Consumer Services Agency

Secretary Sunne Wright McPeak, Business, Transportation and Housing Agency

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X. Appendices

(Please see all Appendices on the Business, Transportation and Housing Agency Website: www.bth.ca.gov)