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THE CALIFORNIA PARTNERSHIP FOR THE SAN JOAQUIN VALLEY

A STRATEGIC AND EVALUATIVE FRAMEWORK

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*This PAE reflects the views of the authors and should not be
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Contents

- ACKNOWLEDGMENTS..... 2
- EXECUTIVE SUMMARY 4
- I. INTRODUCTION..... 5
- II. THE PARTNERSHIP 6
 - Origins..... 6
 - The Partnership Structure, Roles and Activities..... 6
 - Board of Directors 6
 - Executive Committee..... 7
 - Workgroups..... 7
 - OCED..... 8
- III. RESEARCH QUESTION 10
- IV. METHODOLOGY 10
- V. FINDINGS 11
- VI. RECOMMENDATIONS..... 17
- VII. CONCLUSION..... 25
- APPENDICES..... 26
 - Appendix 1: Structure and Membership of the Partnership 26
 - Appendix 2: SAP Initiatives of the Partnership 27
 - Appendix 3: Detailed Methodology..... 29
 - Appendix 4: Literature Review..... 31
 - Appendix 5: Qualitative Interview Guide..... 36
 - Appendix 6: Qualitative Summary of Coded Responses..... 39
 - Appendix 7: Online Quantitative Survey Questions 41
 - Appendix 8: Quantitative Survey Response..... 45
 - Appendix 9: Partnership Board Attendance Analysis Summary..... 53
 - Appendix 10: OCED Aligned Programs..... 55
 - Appendix 11: Participatory Facilitation Resources 57

EXECUTIVE SUMMARY

The Central Valley of California has vast resources as well as vast community and economic development challenges. In order to more effectively engage political and business leaders to address these issues, in 2005 Governor Schwarzenegger created the California Partnership for the San Joaquin Valley or “the Partnership.” A Board of Directors heads the Partnership, which is composed of 37 leaders from the government, non-profit and business sectors who work to improve the quality of life for Central Valley residents. Over the ten years of the Partnership’s existence, the needs of Central Valley residents and the members of the Board of Directors have changed. However, the Partnership’s strategic planning has changed marginally and an evaluative framework that measures their impact is not in place. After lengthy discussions with the Office of Community and Economic Development (OCED), we determined that in order to evaluate the Partnership’s impact, it must first have an updated strategic plan with an appropriate evaluation framework. This report outlines a tailored framework informed by an extensive review of the literature and an analysis of fieldwork data gathered from the Partnership and OCED.

We recommend that the Partnership consider adopting a framework that captures the Partnership’s impact on the process of working on the challenges facing the Central Valley as well as the success of those efforts to improve the lives of the residents in the Central Valley. More specifically, within the proposed outcomes framework that is grounded in theory, the Partnership will be able to use analytical tools to measure the magnitude of the direct and unique contributions its collaborative approach makes to the region. These tools will create the causal link that is pivotal to diminish uncertainty over the Partnership’s impact while also evaluating its efficacy that may then also drive a greater sense of accountability and motivation within in the Partnership. Performance indicators that measure funding, operations, public, and political value of the collaborative work can provide important insight on the Partnership’s performance in connecting, collaborating, and advocating; which then informs the impact the Partnership can have on a given issue-specific goal tied to population metrics. We also recommend for OCED to consider facilitating a strategic planning process where the Partnership members can update their goals and prioritize them based on the Partnership’s administrative, financial, political and collaborative capacity. Finally, with a particular goal in mind, analytic tools, such as a theory of change and logic model, can outline in a measureable way the “why” and “how” the Partnership’s activities link to the service provider capacity to directly affect the population in the region.

If the proposed framework and analytic tools are applied together and implemented appropriately, OCED will be able to connect and measure the impact the Partnership’s activities have on the appropriate levers of change that thereby improve the lives of the residents of the Central Valley.

Recommendations:

Recommendation 1: Adopt a framework that captures the Partnership’s impact on the process of working on the challenges facing the Central Valley as well as the success of those efforts to improve the lives of the residents in the Central Valley.

Recommendation 2: Undertake a multi-step strategic planning process to refocus resources and staff, as well as re-engage board members.

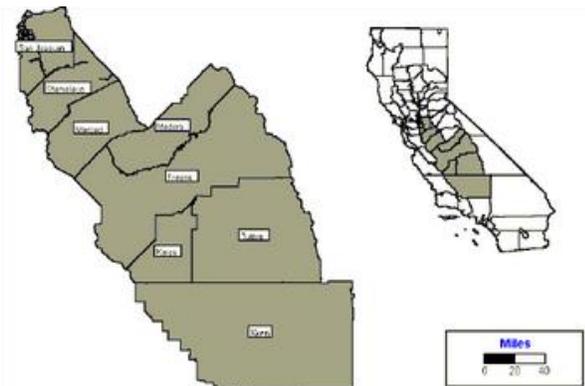
Recommendation 3 Develop and adopt a theory of change and logic model to ensure that each Partnership goal and set of activities are creating their desired outcomes.

I. INTRODUCTION

California’s San Joaquin Valley or “the Central Valley” is home to one of the most productive agricultural regions in the world. Relative to the rest of the state, however, it underperforms on a number of community and economic development measures.

The Central Valley’s eight counties are situated between the San Francisco Bay Area and Los Angeles. The Central Valley is home to more than four million people. Nearly half of the population is Hispanic (48.5%) and more than 20% in each county are foreign born.

Figure 1: Map of the Central Valley Counties



Although the region is recognized as an agricultural powerhouse and one of the fastest growing regions in the nation, its vast resources are often overlooked by its persistent social and economic problems. The Central Valley has some of the highest rates of concentrated poverty in the nation (see table 1) and is also characterized by poor outcomes across almost every measure of quality of life and well-being, including health, education, employment, incarceration and violence.

The Central Valley has an average per capita income that is 32% lower; college graduate rates that are 50% lower; and access to healthcare that is 51% lower than the state average. The Valley’s air quality also repeatedly fails to meet EPA standards and is among the worst in the nation.¹

Table 1: Poverty Rates by County

Region	Land Area in Square Miles	Population Estimate	Poverty Rate (%) ²
Fresno County	5,957.99	955,272	26.0
Kern County	8,131.92	864,124	22.9
Kings County	1,389.42	150,960	21.0
Madera County	2,137.07	152,389	22.8
Merced County	1,934.97	263,228	25.4
San Joaquin County	1,391.32	704,379	18.2
Stanislaus County	1,494.83	525,491	20.3
Tulare County	4,824.22	454,143	26.2
Central Valley (Eight County Average)	3,407.72	508,748	22.85
State of California	155,779.22	38,431,393	15.9

¹ (<http://sjvpartnership.org/about-us/overview/>)

² Source U.S. Census Bureau: State and County QuickFacts. Last Revised: Thursday, 04-Dec-2014 14:56:04 EST

II. THE PARTNERSHIP

Origins

In 2005, Governor Schwarzenegger signed Executive Order S-05-05, establishing the California Partnership for the San Joaquin Valley (the Partnership). The purpose of the Partnership was “to recommend changes that would improve the economic well-being of the Valley and the quality of life of its residents.”³ In 2007, the Office for Community and Economic Development, at California State University in Fresno, was selected through a competitive process as the “Secretariat” for the Partnership. In July 2010, Governor Schwarzenegger extended the Partnership indefinitely and established governance guidelines through Executive Order 10-10. His successor, Governor Brown, embraced Executive Order 10-10 and the Partnership’s potential to bring upon positive change to the Central Valley.

The Partnership’s mission is to *connect collaborate* and *advocate* around issues facing the eight counties. In other words, the Partnership is driven by the core belief that if public (state and local) and private stakeholders collaboratively approach the challenges in the Central Valley, then they could transform the region to have a diversified economy with a healthy environment and a high quality of life for all residents.

The Partnership Structure, Roles and Activities

Board of Directors

As of March 2015, the Partnership has 43 members on its Board of Directors. Members are appointed by the Governor’s Office and represent government (local and state), non-profit, and private sectors (see appendix 1 for the full listing of membership criteria). The Board can have up to 46 members. Each appointment is for three-years and appointments are staggered to ensure continuity in Board membership over time. Each Board member, with the exception of the state-level board members, can be reappointed for a maximum of three terms. No Board members receive any financial compensation, The Partnership convenes three quarterly board meetings and an annual summit.

In 2006, the Board developed its first Strategic Action Proposal (SAP) with recommendations for improving the economic conditions of the San Joaquin Valley. The Office of Community and Economic Development (OCED) and the Great Valley Center, volunteered their services to facilitate the Partnership’s process for developing the SAP. The SAP set forth strategies and actions with accompanying population metrics to measure progress made on the three “Es” of sustainable growth: a prosperous *economy*; a quality *environment*; and social *equity*. The SAP recommended a sustained public private partnership over 10 years to mobilize the essential government and civic leadership to achieve measurable results toward six major initiatives:

³ Source U.S. Census Bureau: State and County QuickFacts. Last Revised: Thursday, 04-Dec

1. Grow a Diversified, Globally-Competitive Economy;
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.

Table 2 highlights some examples of the population indicators for measuring progress on the “Create a Diversified, Globally-Competitive Economy Supported by a Highly-Skilled Workforce” initiative. For a full listing of the 2006 SAP initiatives and sample activities see Appendix 2.

In the March and July 2011 quarterly board meetings, the Board participated in another strategic planning process led by OCED. The Partnership prioritized three initiatives with defined goals under a two-year action plan. The three new initiatives were: job creation, infrastructure development, and

sustainable planning.

Executive Committee

Three members of the Partnership’s Board of Directors, selected by the Governor, form the Partnership’s Executive Committee. The Executive Board, which must include one local, one state, and one private sector representative, based on Executive Order 10-10, serves as the primary leadership body for the Partnership. Four additional members represent the north, south, and central areas of the Valley. The Executive Committee holds monthly meetings to set the agenda and priorities for the Partnership’s Board of Directors quarterly meetings.

Workgroups

Since 2006, ten work groups, which are independent from the Board, have convened to provide the Partnership with issue-specific expertise. Not all members of each workgroup are a part of the Board, and not all Board members serve on a workgroup. Their first directive was to inform

Table 2: Sample Partnership Initiative

Partnership Initiative: Diversified, Globally-Competitive Economy Supported by a Highly-Skilled Workforce. (See appendix 2 for the full list of strategic actions and indicators.)

Strategic Actions	Population Indicator Goal
1) Align region-wide economic development efforts in support of target industry clusters: <ol style="list-style-type: none"> a. Agribusiness, including Food Processing, Agricultural Technology, and Biotechnology; b. Manufacturing; c. Supply Chain Management and Logistics; d. Health and Medical Care; and e. Renewable Energy. 	<ul style="list-style-type: none"> ● Increase in Per Capita and Median Household Income ● Decrease in Unemployment ● Decrease in Families Under Poverty Line ● Increase in Job Growth in Target Industries ● Increase in Venture Capital Investments ● Increase in Training/Education Beyond High School ● Increase in Access To and Use of ACS
2) Create a demand-driven workforce system including high quality vocational training and academic education that supports target clusters.	
3) Expedite access to and use of advanced communication services (ACS) and information technology in all communities	

the Partnership’s ten-year SAP with actions and population indicators. These actions served as the Partnership’s recommended strategies for achieving change on a given population indicator. Since then, the ten workgroups continue to provide technical expertise on specific issue areas (see table 3). The issue areas are intended to impact the six initiatives also outlined in the SAP. Workgroup participants generally include: local elected officials, university staff, and staff from city, county and state government agencies.

Table 3: Ten Workgroups

1. Advanced Communication	6. Higher Education and Workforce Development
2. Air Quality	7. Housing
3. Economic Development	8. Pre-K-12 Education
4. Energy	9. Sustainable Communities
5. Health and Human Services	10. Water, Quality, Supply, & Reliability

OCED

OCED’s mission is to “connect the university to the community throughout the eight counties of the San Joaquin Valley.”⁴ The Partnership is one of several collaboratives that OCED manages, in order to fulfill their mission. OCED provides administrative, logistical, and communications support to the Partnership. OCED also leverages their project-specific work that is independent from the Partnership, like the San Joaquin Regional Industry Clusters Initiative⁵ and the San Joaquin Valley Rural

⁴2014 14:56:04 EST. OCED Website. tate.edu/academics/oced/

⁵ The economic and cluster analyses and the partner/stakeholder engagement process provides a platform for the evolution of the Valley’s cluster initiatives; a framework

Development Center⁶, to advance the Partnership’s goals (see appendix 10 for a full list of similar OCED programs).

In its capacity as the Secretariat to the Partnership, OCED staffs and supports the Board and Executive Committee. OCED identified over 40 activities and products

Figure 2: Sample OCED Activities

Sample OCED Activities

(November-December 2014)

To provide a general sense of the day-to-day activities of the Partnership, here is a brief summary of several November-December 2014 deliverables.

The Executive Board determined the main agenda item for the next Quarterly Board Meeting would be on the new groundwater legislation at the state level and its impact on the Central Valley. Mike Dozier, OCED’s Executive Director, was elected as President to lead collaboration with economic professionals from over 200 universities nationally to discuss innovation, economic development and entrepreneurship from the university perspective. Staff coordinated the dean and faculty cohorts from 4 colleges on campus formed to address Urban and Regional Transformation in the Valley. The Advanced Communications Work Group met and explored a connection between agriculture and technology (Ag-Tag) as part of the Partnership’s Broadband Initiative. OCED staff, on behalf of the Partnership, completed several grant applications to fund several projects focused on the economic development of the most disparate rural communities of the Central Valley. And on December 5, 2014, the Partnership Board of Directors met in San Joaquin County for their Quarterly Meeting where OCED delivered the 2014 Annual Report.

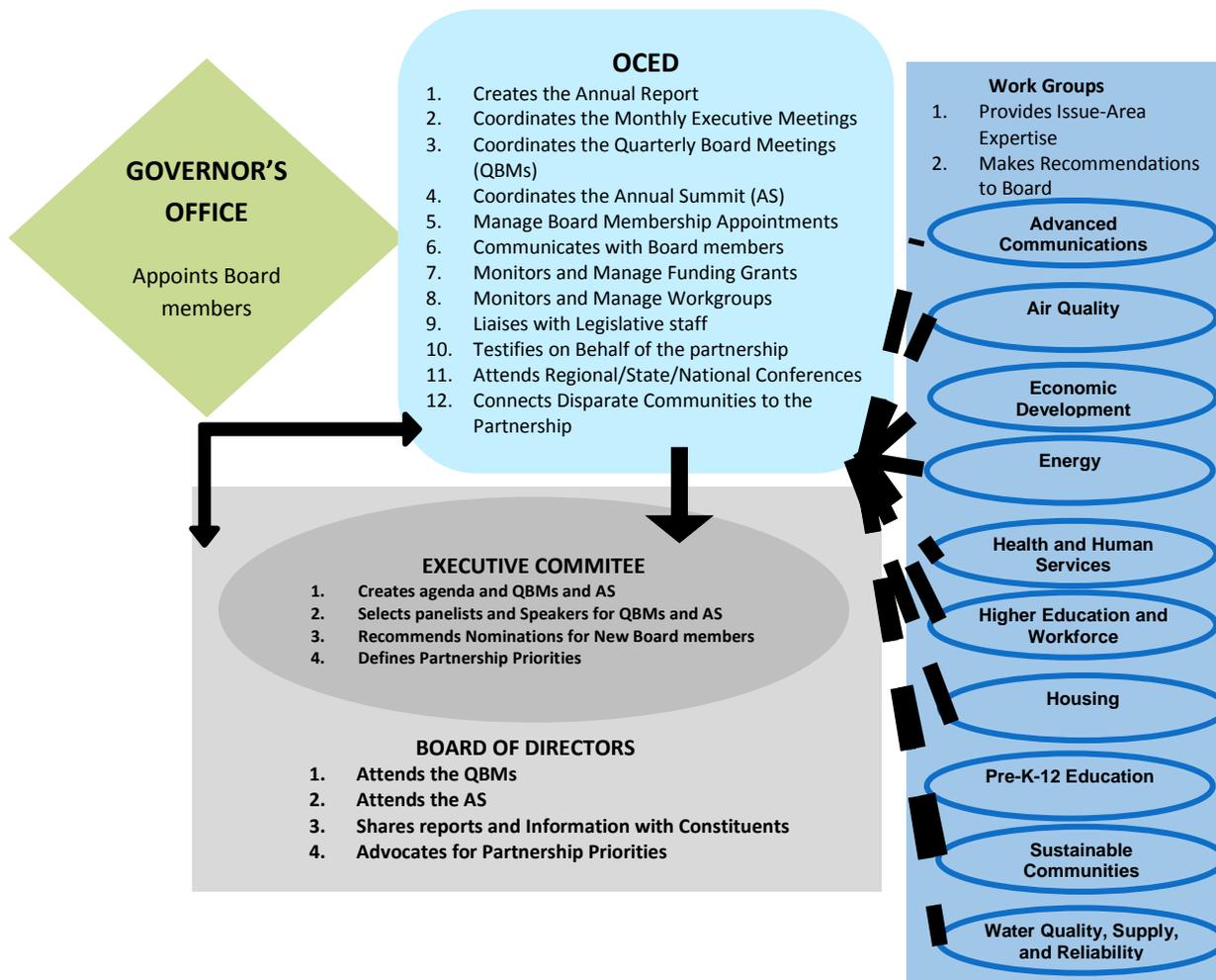
to align initiatives and resources to capture value chain opportunities; and articulation of the role for OCED, including the organization of the Partnership’s New Valley Work Groups to lead or support the clusters.

⁶ San Joaquin Valley Rural Development Center (SJVRC) provides technical assistance for public agencies in small, underserved communities by connecting them to experts who can provide specialized consulting to which they would otherwise not have access.

(outputs) they deliver to help advance the Partnership's mission. Generally, OCED provides logistical and administrative support for the Board's quarterly meetings, develops associated reports, garners grant funding and manages communications with the board of directors. OCED also staffs and manages the Advanced Communications, and the Health and Human Services work groups and monitors the deliverables for the other eight workgroups. OCED's staff also attends regional, state, and national conferences and associated events to share and advance the Partnership's work. Refer to figure 2 for a sample of OCED's

Partnership-related activities and figure 3 for a summary of the overall structure and activities of the Partnership.

Figure 3: Partnership Structure and Activities



III. RESEARCH QUESTION

The Partnership measures its success by changes in the overall wellbeing of the Valley's economy and citizens; however, these metrics, in the absence of collaborative performance metrics, may not capture whether their collaborative activities are causally impacting populations, especially if a majority of the collaborative members are not directly serving the residents of the Central Valley. The Partnership's metrics do not include other positive outcomes that may arise from a collaborative approach. For example, OCED strongly believes that, through the Partnership's collaborative approach, they had built a stronger regional identity across the Central Valley, which could lead to better advocacy and more funding for the region. The inability to appropriately capture the Partnership's successes in collaborative work is why OCED asked us to develop an evaluative and strategic framework for the Partnership. We developed the following primary research question with OCED:

Primary Research Question: What are the most appropriate metrics for evaluating the impact of the Partnership's collaborative work?

Specifically:

1. What analytic framework accurately reflects the impact-chain between collaborations, direct-service providers and ultimately population impacts?

2. What does a collaborative model, like that of the SJVP, lead to that is not possible – or is less possible – without it?

IV. METHODOLOGY

The researchers examined the literature for foundational theoretical elements, best practices, and tools to initiate the development of an evaluative and strategic framework for the Partnership (see appendix 3 for a detailed methodology). We identified comparable place-based initiatives and other collaboratives that have attempted to build similar evaluative frameworks. Once the literature review informed the foundation for an evaluative framework (see appendix 4 for the full literature review), through a process of regular feedback and check-ins with OCED, we developed tailored metrics specific to measuring collaborative performance in addition to population outcomes.

Through, in-person or phone interviews and on-line surveys we gathered Board member feedback on potential collaborative performance metrics outcome measures.⁷ We also conducted one on one in-person interviews with three member of OCED's executive leadership. We completed personal interviews with 12 Board members and received responses to our on-line survey from 14 Board members.⁸ We received a total of 14 responses to the

⁷ 37 board members were active in the Partnership the time of the fieldwork.

⁸ See Appendices 5 and 7 for instruments; See Appendix 6 for coded interview responses; See Appendix 8 for dummy coding survey responses to produce descriptive statistics.

online survey.⁹ Finally, we analyzed OCED’s administrative attendance logs for Board member meetings to determine attendance rates (see appendix 9 for detailed analysis). Table 4 summarizes the analytical methods, means to collect the data, and the stakeholders involved to measure the Partnership against the desired performance indicators.

Table 4: Data Collection Methods

Analytic method	Data Collection Method	Stakeholder
SJVP Member Quantitative Survey	Online Survey	SJVP Board Members, OCED Staff
SJVP Qualitative Interviews	Structured Interviews	OCED Staff, SJVP Board Members
Attendance Analytics	Administrative Data Requests	OCED Staff, SJVP Board Members

V. FINDINGS

FINDING 1: Members generally agreed that the Partnership is a unique and influential body of leaders that could potentially improve the wellbeing of Central Valley residents; however, members were unsure about the

⁹ Because the on-line surveys were anonymous, we have no way to know how many of the on-line respondents were also interviewed personally. Thus, combining the two initiatives, we captured the views of between 37.8% (if every interviewee also participated in the survey) and 70% (if none of the interviewees participated in the survey) of the Board.

Partnership’s direct impact on Central Valley residents.

OCED and Partnership members could not describe the causal link between partnership activities and the broad outcomes listed as goals in the SAP. Although the Partnership established goals and indicators in the SAP, it did not identify the link between the Partnership’s work and the indicators. As a result, OCED and Partnership members have found it difficult to identify how the Partnership contributed to population outcomes. For example, although 67% of surveyed members believe the Partnership has contributed to a more prosperous economy in the San Joaquin Valley, 30% were unsure if the Partnership has improved the environment, 40% were unsure if it had helped them serve their constituents’ needs, and 50% were unsure if it has improved social equity in the Valley.

The strategic actions, as defined by the SAP, are too broad to determine specific evidence-based strategies that could create the causal link between the Partnership’s actions and the wellbeing of the Central Valley residents. The broad nature of the strategic actions limits the Partnership’s ability to identify what the Partnership should do that then causally links their activities to population outcomes. For example, the SAP recommends the Partnership “expedite access to and use of advanced communication services (ACS) and information technology in all communities” in order to “create a diversified, globally-competitive economy supported by a highly-skilled workforce.” The recommended strategic action does not:

1. Define or scope Advanced Communications Services;
2. Identify specific interventions tailored for or proven effective in achieving this goal if implemented in the Central Valley; or
3. Identify the levers of change that the Partnership can influence to reach the desired goal.

The current metrics do not capture the potential benefits and contributions of the Partnership. Additionally, only one workgroup measures the percent of Central Valley residents served. At this time, the Partnership only tracks progress made towards changes in one set of population outcomes, which do not capture the direct benefits the collaborative provides to leaders and ultimately, their constituents. For example, the benefits that arise from the existence of the Partnership’s collaborative approach may include building a greater regional identity, additional funding brought into the region, and a greater-level of representation. For example, 67% of members surveyed indicated that funding opportunities for the San Joaquin Valley have likely increased because of the Partnership. Furthermore, 80% believe the Partnership had contributed to a regional identity as “*the Central Valley.*” Moreover, a majority thinks OCED helps the Partnership represent “*one voice*” for the region. The increased unified identity and voice has likely created more effective and cohesive advocacy for the region at the state level; additionally, an increased sense of regional identity has likely increased funding for the region at large. For example, OCED connects more service providers, like nonprofits, from different parts of the region to each other and encourages them to apply

collectively for state and federal grants with the Partnership’s endorsement. OCED has observed that these service providers have had a higher success rate for receiving grant funds (see figure 4 for a list of other successes), but has not measured the magnitude and impact of such awards.

Figure 4: Partnership Successes Identified in Qualitative Interviews

Partnership Successes

Evidence from our qualitative interviews and review of administrative data suggests that it’s likely the Partnership has made a positive impact on the Central Valley. Examples that members noted, include:

1. Improved infrastructure (*highway 99 construction*);
2. Water legislation;
3. Capacity building for remote rural communities;
4. Unique representation at the Cabinet state levels that other regions do not have;
5. Strengthened regional communications networks (*ex. sharing job opportunities or programs via a list-serve*);
6. Cross-sector collaboration between private and public sector.

Finding 2: Members generally expressed a need for the Partnership’s existence and agreed with the general mission of the Partnership, but cited a lack of clarity and buy-in on current Partnership goals.

Members were not well acquainted with the current goals or priorities of the Partnership or how they were selected. The Board of Directors last engaged in comprehensive

strategic planning in 2011, only about one quarter of the current members of the Board of Directors participated in this process. As was the case from 2006 to 2011, members have been expected to adopt the prioritized initiatives. And even though the current three priorities were outlined in the “Looking Ahead” section of the 2014 Annual Partnership report, based on our qualitative interviews, Board members were unsure about who selected and how they selected the annual priorities. Board member awareness of the goals also varied based on the work group topic they specialized in. Some members felt the lack of clarity around goals and priorities made it difficult to be more actionable in work group meetings and board meetings.

Members desired a more inclusive process for selecting the goals of the Partnership. Several members interviewed expressed a desire to revisit the goals and priorities of the Partnership because these goals were set four years ago. One member noted:

“The original SAP was written by a small group of people and in some areas it looks like they threw in everything but the kitchen sink. I think the framework for what was trying to be established was a good one, but since then some things got too project-specific.”

Several members also wished the agenda-setting process was more inclusive. One member commented that if agenda-setting became less “insular by the executive committee,” more members would be motivated to participate in the quarterly meetings.

Members articulated the need to prioritize the Partnership’s strategies for impact. Although the needs of the Central Valley are

great and many, the current Partnership structure, funding level, and meeting frequency make it difficult to effectively move the needle on three goals when there are 57 action items simultaneously in 10 issue areas. A critical mass of members interviewed would like to prioritize the action of the Partnership in order to use the limited resources and time available more effectively. One member noted:

“From a design perspective, the intent was good, but at times I feel we tried to bite off too much - looking at the work groups we got a lot of stuff going on... A lot for any one group to focus on...at any given time. There should be some kind of prioritization or rank.”

Members were unsure if processes were in place to evaluate the Partnership’s progress. A system that specifically evaluates the Partnership’s interventions and measures the impact the Partnership has on a specific issue is not in place. Annual reports and summits are the only current vehicles for measuring the Partnership’s progress; however, these have been used predominantly instead as channels to disseminate general information on the Central Valley’s policy challenges and opportunities. OCED drafts the annual report and the Executive Committee determines the agenda for the annual summits, with marginal input from the Board of Directors. The Board of Directors’ lack of engagement in the annual reports, Annual Summits, or any forms of evaluation processes may explain why only 50% of members surveyed believe the Partnership has measured the progress it has made in the region. Board members interviewed expressed a desire to hold the Board of Directors more accountable through evaluation. Those interviewed also believed that performance updates on how the

Partnership has impacted the region over the years may also increase Board members' motivation to be more engaged and to create a more action-oriented Partnership. Additionally, evaluation of the Partnership's activities may likely diminish the number of members who are unsure about the impact the Partnership has had on the region.

Finding 3: The ten work groups appeared to be an effective structure at the 2006 funding and staffing levels; however, limited interaction with the Partnership and lack of funding, leadership and staffing has affected the efficacy and activities of some of the work groups.

The Partnership Board is not well acquainted with the work groups. Few members referenced the work groups during the interview; several were unsure about their purpose, how they could get involved or if they had the expertise to join one.

There are not enough financial and staffing resources for OCED to staff ten workgroup and manage the Partnership's long-term projects. The initial five million dollars allocated to the Partnership were spent within the first three years and were not renewed. Since the funds were depleted, the work groups have had to reevaluate their purpose, goals and future. Currently, the Partnership does not have program-specific funds. OCED has gone beyond its initial purview to provide logistical and

administrative support to the Partnership. OCED now performs long-term project management and sustainability for the Partnership as well as raises several hundred thousand dollars in general operating funds each year, some of which goes towards staffing the Partnership (see figure 5). Managing, ten workgroups is not financially feasible for OCED at the current funding and staffing levels.

Figure 5: Sample Long-Term Partnership Project Managed by OCED

Sample Long-Term Project

(see Appendix 10 for funding information)

Here is a brief summary of how OCED resourcefully delivers long-term sustainability to the Advanced Telecommunications Workgroup (ATW) and the Partnership's Regional Broadband Consortium (SJVRC).

SJVRC's major objectives are to:

- (1) Expedite Broadband access in the San Joaquin Valley;*
- (2) Promote accessibility and utilization in targeted underserved communities;*
- (3) Expand and replicate successful model programs to increase access and bridge the digital divide; and*
- (4) Accelerate deployment of Broadband infrastructure through Telemedicine and Telehealth technology.*

OCED administers the ATW through the SJVRC and a Regional Industry Cluster Initiative. OCED staffs the meetings, creates the agendas, implements action steps, and leverages grant funds for both initiatives – which are the de facto ATW.

Finding 4: Although, members believe the Partnership is valuable and has contributed positively to their work, they identified board member attendance and

engagement as one area of improvement.

Members believe there is value in attending the quarterly board meetings. Every board member surveyed thought the issues covered during the quarterly board meetings were timely and 90% found value in guest speakers and panels. Additionally, a majority of the members interviewed stated that during the meetings they had developed valuable relationships with state and local partners and industries that would not have been possible, had they not participated in the Partnership. Most noticeably, members mentioned that the Partnership has expanded their relationships across the Valley’s eight counties:

“The partnership has made a major impact and widened the horizon somewhat in dealing with people in other areas that I’m acquainted with now. My county is very different than other counties in the Central Valley and it’s one of the few places where we all convene despite our differences.”

Despite finding value in the board meetings, board attendance is below OCED’s desired attendance rate of 75%. From 2012 to 2014, on average 50% of the board members (or their designates) attended the quarterly board meetings, which translates to two of the four meetings per year. Although an estimated 23% had

“My county is very different than other counties in the Central Valley and it’s [The Partnership] one of the few places where we all convene despite our differences.”

an individual attendance rate that was greater than or equal to 75%; nearly 14% had an individual attendance rate that was less than or equal to 25%. Executive Order 10-10 states that members who miss more than 50% of the quarterly meetings in one year may be subject to removal from the Board by the Governor’s Office; this guideline has not been enforced. Finally, the response rate for the survey and interviews could also be indicative of low board member engagement.¹⁰

Members expressed a desire to have more “action-oriented” board meetings. More than half of those interviewed want the meetings to be more “action-oriented.” Members particularly cited the desire to vote on action items. One member noted:

“Not sure how to structure meetings to take on a more problem based approach, [for example], ‘here are some things local employers / growers deal with - low hanging fruit’ and target what we do and how government and private industry interact with each other to address these issues.”

Still another member said:

“I originally joined because I thought [The Partnership] would be the voice of the Valley, build a regional identity, and provide access to the Cabinet. I think it is a super important asset. But [The Partnership] is underperforming because it is too process focused. The structure is also stale.”

Other members interviewed suggested, if the Partnership were more action-oriented, quite possibly more Board members would find increased value in attending quarterly meetings.

¹⁰ Although, OCED discouraging those interviewed from participating in the survey may have also influenced the number of persons surveyed.

Members cited a need to understand what they can specifically contribute to advancing the Partnership's efforts. The need for specificity on actionable items emerged in the interviews and survey responses. One member commented:

"[we] really need to leverage them [cabinet board members] in better ways. I'm not sure how to do that."

Members desired more "action-oriented" communications from OCED. Nearly 75% of members interviewed were generally satisfied with OCED's communications. However, some members discussed a desire for more targeted communications and for fewer links and less text in emails. Members believe that these changes could make it easier for them to parse out the important or urgent information. One member noted:

"I would like more targeted emails saying 'we are contacting you and five other members to do xyz.'"

Another said:

"What we would need is the Cliff's Notes version saying 'what's the message to carry back to people in the county?'"

With more targeted roles and actions for the members to take, it's possible that this could increase board member engagement.

Members expressed concerns regarding whether membership represents the racial, ethnic, gender, political and geographic diversity of the region and whether or not their structure incorporates the voice of the local residents. Currently, nearly two thirds of the Board members are male. Some

members also argued that the Partnership is too "Fresno-centric", especially with respect to quarterly meeting participation and Executive Committee Leadership. Figure 6 depicts the place of origin of those who participated in the September 2013 quarterly board meeting and the 2014 September Annual Summit. The majority who attended came from Fresno, Stockton, Sacramento, the Bay area and Visalia - in that order; which may inform the concerns over a balanced geographic participation.

Others were concerned that many of the people on the Partnership Board were natural allies and so there may be too much "preaching to the choir". Others worried that the Board does not represent the ethnic makeup of the Central Valley. There was some acknowledgment that this was a concern of the Governor as well as local board members. These challenges are perhaps why only 37% of surveyed members believed that the Partnership contributed to social equity in the Central Valley. Finally, a few members also expressed a desire to see the board

Figure 6: Sept. 2013 and 2014 Board Meeting



interface and communicate more directly with community members and the broader public. Perhaps, if the Board interfaced with the public its capacity to meet the diverse needs of Central Valley communities would increase.

VI. RECOMMENDATIONS

Recommendation 1: We recommend that the Partnership adopt a framework that connects the Partnership’s work to the residents of the Central Valley.

We recommend a framework developed through this research that incorporates system and population level outcomes and performance indicators. A systems level impact is defined as the ability to:

“transform...stakeholder boundaries/relationships/perspectives that may serve as an entry point into shifting the process of how things are done.”¹¹

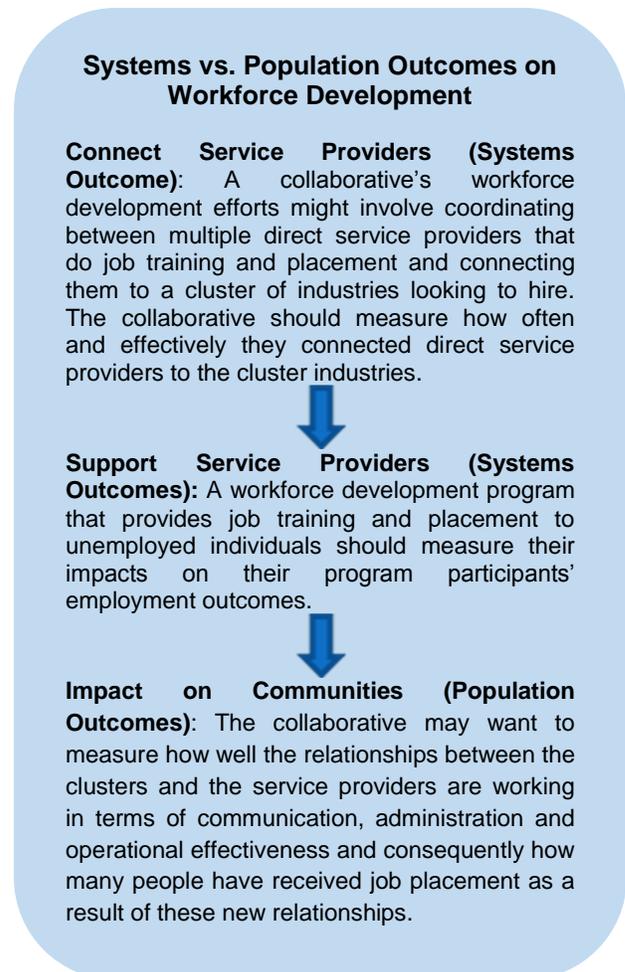
A systems outcome differs from a population outcome, because it measures the impact of how people and institutions collaboratively function, as opposed to a single individual’s social or economic outcome (population outcome). Moreover, systems outcomes are measured over a longer period of time. Population level impact can be defined as that has a “direct longer-term outcomes on large numbers of...individuals related to the enduring system outcomes.”¹²

Given that the Partnership does not do direct service work, we suggest that they

adopt a framework for understanding the ways in which logically and operationally the Partnership affects population and systems outcomes. For illustration purposes, in figure 7, we have outlined an example of how a given systems outcome could logically impact population outcomes using a workforce development example.

Most notably, we believe that it is inappropriate for the Partnership to be held accountable to the individual workgroup population metrics since they have little influence of workgroup agendas or priorities. Instead we recommend that the Partnership be held to their stated activities of

Figure 7: Framework Example



¹¹ Mt. Auburn Associates, 2012, p. v

connecting, collaborating, and advocating. We believe that connecting, collaborating, and advocating fit well into the systems framework. In contrast to the current situation, we recommend that only specific Partnership projects and the workgroups be held to stated population metrics.

We believe there are multiple benefits of adopting this framework:

1. Improved logic for guiding program planning and evaluation and ultimately a better use of scarce resources;
2. More accurately describing the specific added value of the Partnership's collaborative efforts in the Central Valley; and
3. Improved specificity of communication of the Partnership's

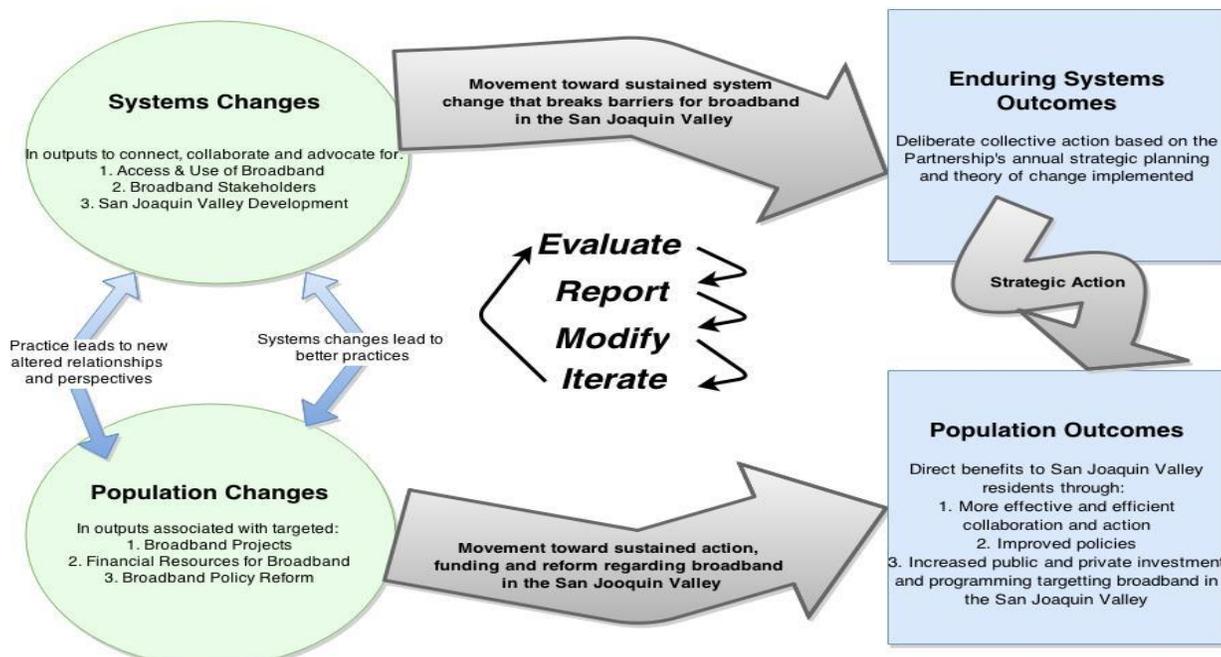
impact on policies and systems, as well as residents.

Refer to figure 8 for a visual of how the Partnership functions based on the systems and populations outcomes framework. The Partnership can improve its communications by constructing its narrative around this visual framework, which captures its direct activities and how these activities impact the people of the Central Valley. Ultimately, this framework could help build more public will and garner more financial resources for the Partnership's efforts.

Recommendation 2: We recommend that the Partnership undergoes a multi-step strategic

Figure 8: Framework for Evaluation

Systems & Populations Outcomes Framework



planning process to refocus resources and staff, as well as re-engage the board members.

Step 1: We recommend revisiting Board member commitment to the Partnership. In order to ensure that the strategic planning process and subsequent Board efforts include members that are committed and actively engaged to the Partnership, we recommend that the Board review each member's past attendance records. If there are individuals who have been absent for more than half the meetings a year on average, then we recommend that the Executive Committee contact them and inform them of their violation of Executive Order 10-10's attendance requirements. Additionally, the Executive Committee should notify them of the upcoming strategic planning process and the required commitment. If individuals are unable or do not wish to be engaged at the level that is required, we recommend removal from the Board.

Step 2: We recommend revisiting goals. OCED could facilitate a quarterly board meeting to 1) outline a 3-year strategic plan and 2) review and prioritize two to three goals, which are either new goals or adopted goals based on the 2006 10-year Strategic Action Plan or the 2011 Two-Year Action Plan. However, the goals would need to be more specific than in prior strategic action plans in order to appropriately scale the Partnership's impact based on administrative, financial, and political feasibility; and in order to encourage actionable strategies with measurable outcomes. The meeting would

need to be tightly planned and facilitated to get board decisions on the following actions:

1. Construct and collectively agree on the strategic plan for next four quarterly meetings (see appendix 11 for facilitation consensus-building resources).
2. Prioritize two to three goals (in suggested three-year timeframes).
3. Phase out the workgroups that are not directly associated with the newly prioritized goals or find a new organization for them, as was the case with the housing workgroup
4. Based on the prioritized goals, identify local and/or state issue area policy experts and practitioners to participate in a corresponding one-time guidance council meeting.

Step 3: We recommend adopting and adapting a theory of change and logic model. A theory of change graphically outlines the underlying assumptions of organizations activities. It also outlines how and why activities connect to a given outcome the organization is seeking achieve. A logic model graphically depicts program components, inputs, outputs, and outcomes. OCED staff could develop a theory of change and logic model for each of the three to four prioritized goals. This would logically connect the Partnership Board and Partnership activities to the population change on a given goal (See figure 9 for a sample theory of change and figure 10 for a sample logic model).

Step 4: We recommend engaging a one-time guidance council. OCED could solicit the advice of experts in the field of the given

goal to participate in one structured meeting per prioritized goal. The goal of this meeting will be to:

1. Provide input and feedback on the theory of change and logic model.
2. Provide an exhaustive list of specific, direct, and feasible actions the Partnership members can take, based on the theory of change and logic model, which are measurable and are causally linked to the Partnership's goals.
3. Identify and recommend three prioritized action items for the Partnership per goal.

Step 5: We recommend soliciting board member feedback and decisions. At the following Partnership Board Member meeting, there would need to be facilitated and structured decision-making meeting where the board members could:

1. Review and adopt the theory of change and logic model for each goal.
2. Provide feedback and approve the action items recommended by the guidance council.
3. Review, modify and approve final population metrics per goal.
4. Review and commit to actions that board members could take on as well as determine additional roles, actions or partnerships that are necessary, to implement the strategies.
5. Adopt logic model performance metrics per goal to evaluate the Partnership's impact.

Step 6: We recommend monitoring activities. Based on the identified strategies, we recommend regular communication with Board members and other key stakeholders about action steps and progress made on implementing the strategies. OCED could:

1. Coordinate meetings or personal calls with a subset of Board members or their staff to follow up on progress made on particular action step they agreed to take.
2. Apply for grant opportunities relevant to each strategy.

Step 7: We recommend that the Partnership consider reviewing their performance every three years to hold members accountable. This would require facilitating the Partnerships regular review of their performance across Partnership-level and population-level indicators – especially as they relate to the two to three priority goals. We recommend that this process happen every three years so that each Board member has the opportunity to participate at least once during their time as a Board Member, in the strategic planning process.

With regard to the population metrics, we recommend that OCED aim to produce evaluations of Partnership-level and population-level indicators outcomes for each of the prioritized goals during the specified time frame. We also recommend that OCED provide data support and monitoring on any early signs of success. Each board meeting would include a review of their action items and population indicator impact in order to ensure that board members are regularly engaged and held

accountable on the metrics they are trying to impact.

Finally, we recommend that members annually review membership attendance and remove members that are unable to meet the required commitments.

Step 8: We recommend continuing to report and communicate the Partnership successes.

1. **Annual Report.** OCED could produce an annual report on Partnership activities that:

- a. summarizes the two to three goals and the respective action items prioritized for the three-year timeframe;
- b. outlines the theory of change, logic model and strategy applied;
- c. focuses on Partnership-level performance metrics outcomes for the year; and
- d. highlights any changes in population outcomes.

2. **Resident engagement.** In order to foster greater communication and action, we recommend that OCED consider incorporating community meetings or public forums into the annual summit meeting so that local residents can provide feedback on either goal prioritizations and/or Partnership outcomes. Although we recognize this may be resource-intensive, in the long-term we believe it would bring greater legitimacy to the Partnership's efforts. In the short-term, two potential less resource-intensive options may be:

- a. Working directly with community organizing and base building

groups that represent the diverse voices of the Central Valley; or

- b. Meeting with a smaller, representative community advisory group.

3. **Board member recommendations.**

We recommend that the Executive Committee prioritizes the appointments of more applicants that are from gender, ethnic/racial, geographical, and professional backgrounds that reflect the diversity of the Valley.

Step 9: Consider iteration. Ideally, we recommend that the Partnership evaluates, adjusts, and repeats the strategic planning process for improved efficacy and efficiency at least every three years. Specifically, the goal prioritization and reevaluation should happen at least once in each Board member's term in the Partnership for continued Board member engagement and feedback. This can either result in the continuation of goals or the creation of new, more timely, goals. The evaluations would also be ongoing. We expect that as this process becomes institutionalized, it will become less resource and time intensive. Additionally, as this becomes more ingrained into the Partnership's practices this will also free up more meeting time for panels and informational sessions, which appear to be valuable for Board members.

Recommendation 3: We recommend that the Partnership adopts a theory of change and logic model to ensure that each Partnership goal and set of activities

are designed to directly impact their desired outcomes.

In order to ensure that Partnership activities are a function of the Partnership goals, we recommend that the Partnership adopts a Theory of Change (see figure 9). As previously noted, a theory of change graphically outlines the underlying assumptions of organizations activities. Each activity is usually outlined using if-then statements to show the change process. There are many benefits to a theory of change including

1. Strong communicative power of complex concepts;
2. Staff and resource plan;
3. Appeal to funders;
4. Achieving consensus across stakeholders on your mission and path to it; and
5. Ensuring effectiveness.

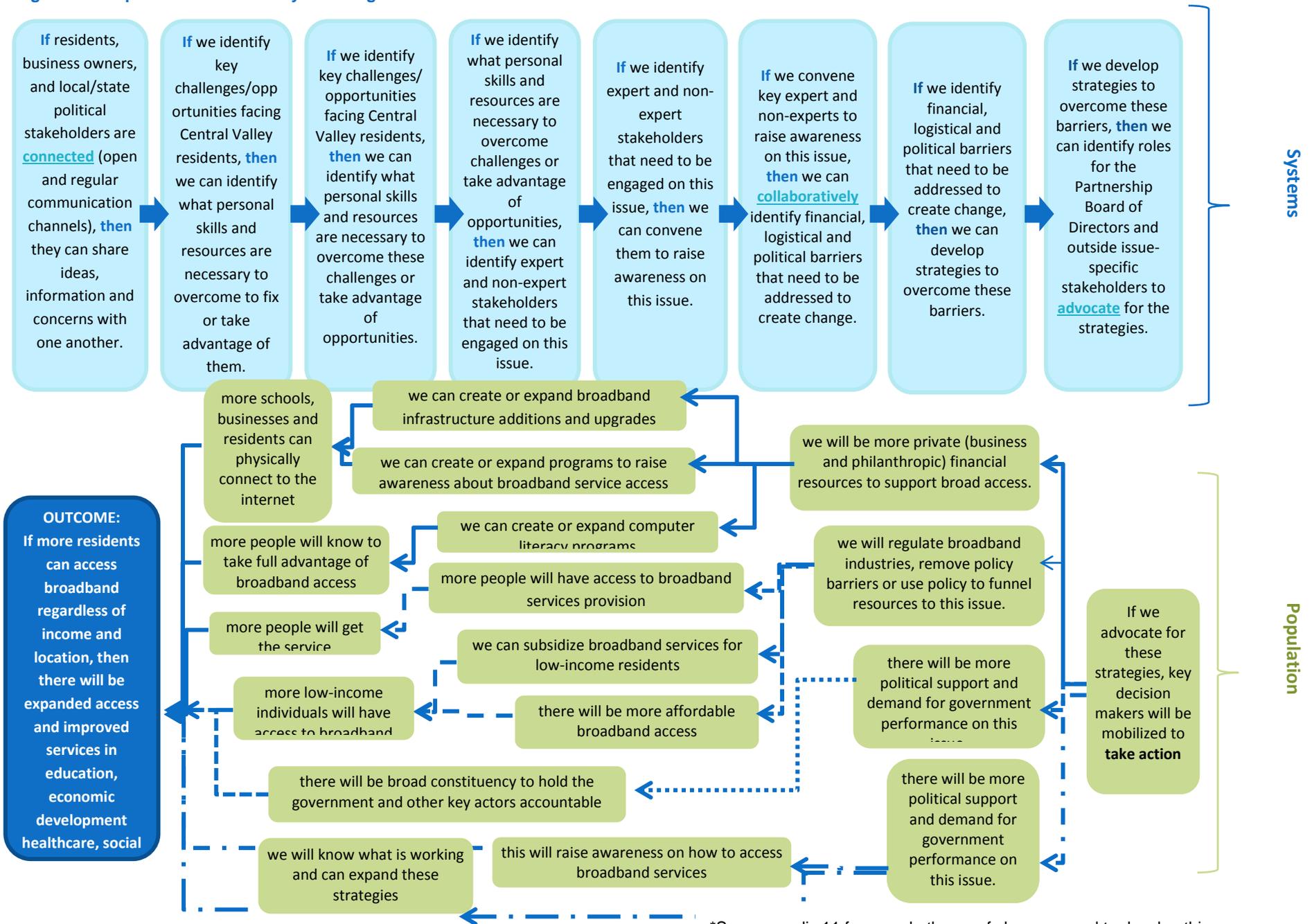
We have drafted a sample of theory of change (see Figure 9) for OCED to modify. Most notably, we incorporated the systems performance indicators and connected them to individual Partnership goals, using Broadband as an example. Ideally, each goal would have a developed pathway for connecting systems outcomes to population outcomes.

We recommend that the Partnership consider adopting Partnership-level performance indicators developed through this research. We conducted a literature review, interviews with board members, and numerous meetings with OCED in order to develop a set of Partnership-level (systems) performance indicators that were solidly grounded in theory and practice. The

following indicators are the result of this research and more broadly reflect the Partnerships activities to connect, collaborate, and advocate:

1. *Board Member Engagement.* Informed by member attendance rates and verbal and/or written feedback.
2. *Public Value:* Informed by the contributions made to the members' individual work and organizations; networks and partnerships created; perceived value of the Partnership; vision-focus balance; and the contribution to the region and its residents;
3. *Political Impact:* Determined by the Partnership's diversity in membership; political activities; and advocacy at the local, regional, and state level;
4. *Funding Efficacy:* Informed by the Partnership's resource stability and diversity; and
5. *Operational Efficiency:* Based on the Partnership's leadership, inclusive decision-making, board membership structure, operations and processes, strategic vision, effective meeting agenda, evaluative measurement systems in place and action-based communications as measured by member and partner verbal and/or written feedback.

Figure 9: Sample Broadband Theory of Change



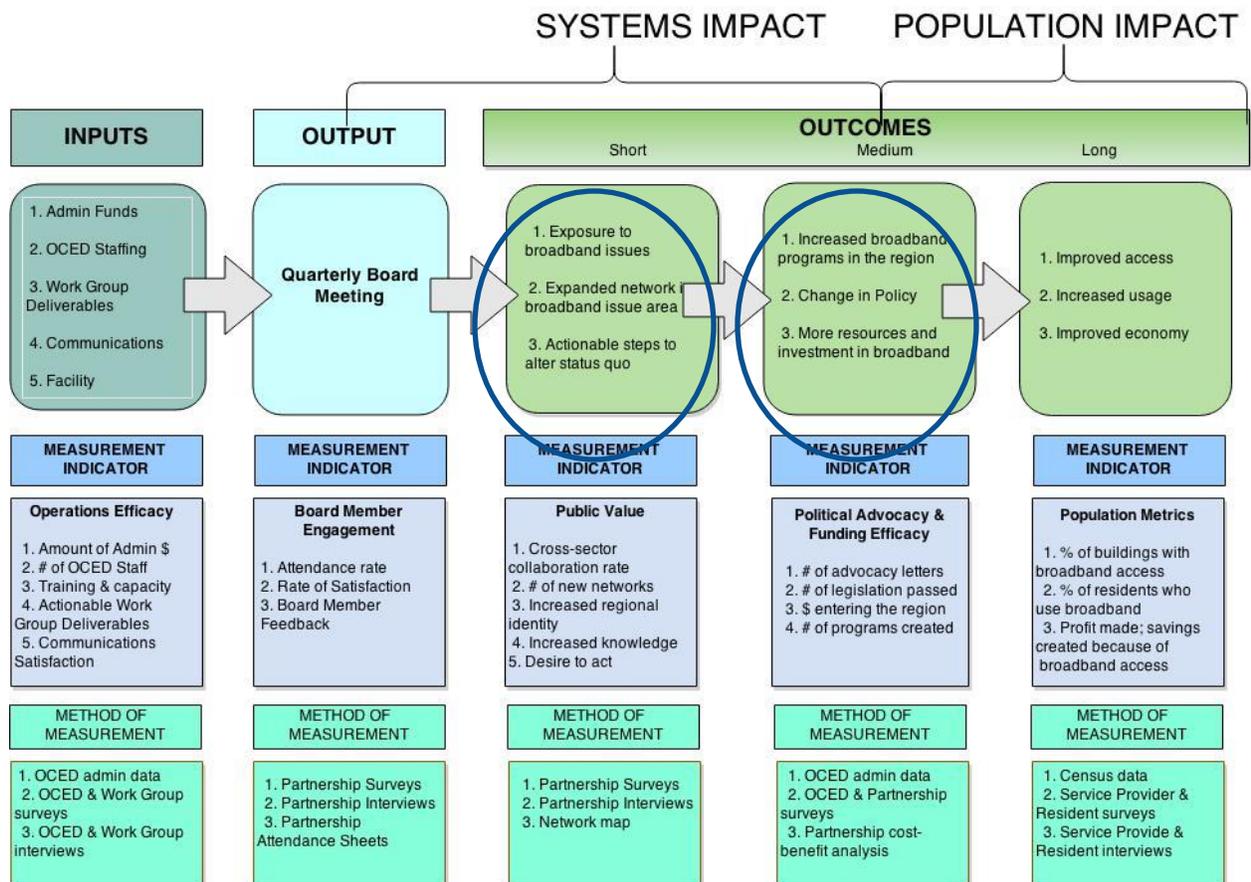
*See appendix 11 for sample theory of changes used to develop this model.

In order to ensure that Partnership activities affect the desired outcomes, we recommend that OCED adopt a logic model (see figure 10). After developing the Partnership's theory of change we worked with OCED to customize a logic model that identifies OCED's and the Partnership's key inputs, outputs, and outcomes. The logic model connects the Partnership's Theory of Change to measurable outcomes. We drafted the following logic model for OCED to modify, the model outlines key measurement indicators and methods to measure the outcomes on access to broadband in the Central Valley, at the Partnership (system) and the population level. Refer to the circled portions of the logic model, it exemplifies the

Partnership (system) level efforts to connect, collaborate and advocate – such as number of advocacy letters sent, funds/investment garnered, and number of programs created to increase access to broadband in the Central Valley. The Partnership can take credit for these contributions that then increase service provider capacity to make an impact at the population level.

Similar to the theory of change, we recommend that the Partnership work to develop a logic model that incorporates the population outcomes for each area of work (see appendix 11 for other theory of change and logic models used to inform our models).

Figure 10: Logic Model Sample



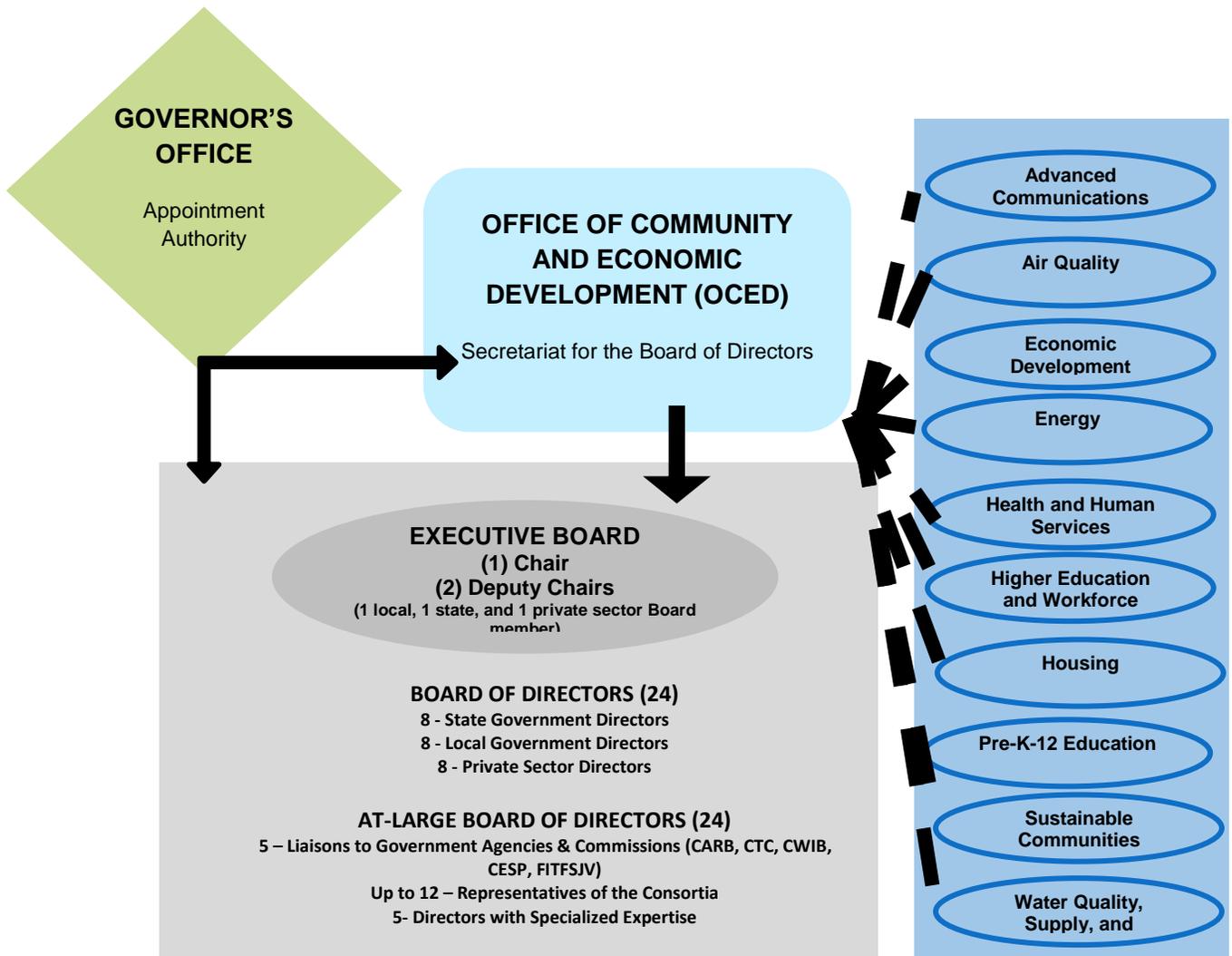
VII. CONCLUSION

The Partnership is an innovative model created to impact change in the Central Valley. Its intermediary stakeholders that make up the Board of Directors connect, collaborate, and advocate for a prosperous *economy*; a quality *environment*; and social *equity* in the region. The Partnership needs a comprehensive framework that facilitates their strategic planning and actions and captures as well as evaluates the impact they make. Producing such a framework that is theoretically sound and practically useful can be a challenge, especially for collaboratives like the Partnership. Notwithstanding, based on the analysis provided, we outline a recommended framework that is grounded in theory and paired with a strategy that incorporates practical tools.

So what would have been less possible without the Partnership's collaborative model? Our findings suggest that a greater sense of regional identity amongst key public and private stakeholders, increased resources and programming, and improved legislation to better meet the needs of the Central Valley would have been at stake. However, we believe that if the strategic and evaluative framework we propose is implemented appropriately, the Partnership can actually measure the magnitude of their impact on and contributions to the region from here on forth. Moreover, evaluate the Partnership to better utilize its dedicated Board of Directors and OCED staff and resources to have an even greater impact on the residents of the Central Valley.

APPENDICES

Appendix 1: Structure and Membership of the Partnership



Appendix 2: SAP Initiatives of the Partnership

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

Strategic Actions	Population Indicator
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.	<ul style="list-style-type: none"> ● Per Capita and Median Household Income ● Unemployment ● Families Under Poverty Line ● Job Growth in Target Industries ● Venture Capital Investments ● Training/Education Beyond High School ● Access To and Use of ACS
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	

2. Model K-12 Public Education System

Strategic Actions	Population Indicator
Implement a program to ensure all children are able to read at or above grade levels, with a focus on proficiency by third grade.	<ul style="list-style-type: none"> ● Reading Proficiency At or Above Grade Levels ● High School Graduation Rates ● High School Dropout Rates ● Juvenile Drug- and Alcohol-Related Arrests ● Number of Low-Performing Schools
Implement a target intervention program for low performing schools.	
Implement a computer literacy initiative for K-12 students aligned with community college curriculum.	
Implement programs to reduce substance abuse, including voluntary drug testing.	

3. Integrated Framework for Sustainable Growth

Strategic Actions	Population Indicator
Develop a long-range plan enhancing the vitality and sustainability of agriculture	<ul style="list-style-type: none"> ● Acres in Agricultural Production

Plan for and build housing to meet the needs of the region's population	<ul style="list-style-type: none"> ● Open Space and Access to Public Land ● Housing Affordability ● Water Supply Reliability, Quality, and Efficiency ● Per Capita and Median Household Energy Use ● Percentage of Energy from Solar and Other Renewable Sources ● Environmental Restoration
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	
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	

4. 21st Century Transportation Mobility System

Strategic Actions	Population Indicator
Implement the 99 Corridor Master Plan, including the Business Plan and Enhancement	<ul style="list-style-type: none"> ● Roadway Conditions ● Vehicle Hours of Delay ● Transit Availability ● Goods Movement Productivity ● Safety ● Roadway Enhancements
Implement a plan to facilitate goods movement in the region	
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	

5. Clean Air Standards

Strategic Actions	Population Indicator
Eliminate institutional constraints to air quality improvement.	<ul style="list-style-type: none"> ● Ozone Precursors ● Particulate Matter ● Use of Clean Energy ● Attributable Mortality Rates ● Asthma Rates
Facilitate the development and use of clean energy.	
Encourage green development in the public and private sectors.	

6. High-Quality Health and Human Services

Strategic Actions	Population Indicator
Improve workforce development and retention by providing incentives for difficult-to recruit health and medical professionals.	<ul style="list-style-type: none"> ● Access to Primary Care Physicians and Allied Health Professionals ● Primary Health and Wellness ● Asthma Rates ● Caseloads for Children and Adults Requiring Welfare Services
Develop mechanisms for counties to share technical and professional resources related to communicable disease case management.	
Support regional disease prevention and health promotion services.	
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.	

Appendix 3: Detailed Methodology

Literature Review

The researchers examined the literature for foundational theoretical elements, best practices, and tools to initiate the development of an evaluative framework for the Partnership. We sought after comparable place-based initiatives and other collaboratives that have attempted to build similar evaluative frameworks. With the help of our advisor Professor Julie Wilson, Harvard HOLLIS and other major online research engines, we obtained academic literature that provided starting points for models that were analogous to relevant frameworks. Once the literature review informed the foundation for an evaluative framework, through a process of regular feedback and check-ins with OCED, we developed a tailored framework that was most appropriate for the Partnership.

Client-Centered Framework Development Practices

The researchers applied methods and practices that incorporated regular client-focused feedback. Often times drawing on principles of Community-Based Participatory Research from the field of public health. The researchers met with the client approximately every two weeks to discuss the theory of change, the logic model, and survey instruments with OCED’s leadership. The researchers also presented to OCED’s staff to ensure that the model made sense for staff that work directly on Partnership communications or on the issue-specific workgroups. Finally, the researchers determined with OCED’s leadership and staff, the analytical methods for evaluation of

what work best for measuring the Partnership's impact and success. For this reason, details on the methods for analysis is found in the findings section.

Qualitative Interviews

The researchers conducted 12 board-member interviews in-person and over the phone. They also conducted three in-person interviews with each of OCED's leadership. The qualitative interview lasted an average of 45 minutes. There were 13 open-ended questions that assessed the Partnership's performance across four dimensions which impact the sustainability and success of collaboratives. These four dimensions were derived from the literature review (NORC, 2010; Preskill et al 2014; Mt. Auburn Associates 2012). They then worked with the client to tease out the logic chain between Partnership activities, systems metrics and population metrics. The systems metrics that were developed include:

1. *Public Value*: Informed by the contributions made to the members' individual work and organizations; networks and partnerships created; perceived value of the Partnership; vision-focus balance; and the contribution to the region and its residents;
2. *Political Impact*: Determined by the Partnership's diversity in membership; vision-focus balance; mutually reinforcing activities; and advocacy;
3. *Funding Efficacy*: Informed by the Partnership's resource stability and diversity; and
4. *Operational Efficiency*: Based on the Partnership's leadership, structure, operations and processes, strategic vision, meeting agendas, measurement systems in place, and communications.

Finally, the researchers then developed a basic qualitative coding system to analyze the data and used narrative quotes to further demonstrate the overall findings.

Quantitative Online Survey

14 Partnership Board of Directors completed a close-ended survey that assessed the Partnership's performance across the four dimensions measured in the open-ended survey, as well as the following final dimension: **Board Member Engagement**. This last dimension came out of the qualitative interview findings after several members focused their feedback on this dimension. The researchers used Google Form to conduct a 28-question survey that had a nominal polytomous response scale. They then used dummy coding to produce a basic descriptive statistics analysis.

Attendance Analysis

OCED administrative attendance logs for board member meetings determined attendance rates. OCED administrative funding logs helped determine the amount and diversity of funding the Partnership has garnered for the Central Valley. The following table outlines the analytical methods, means to collect the data, and the stakeholders involved to measure the Partnership against the desired performance indicators.

Appendix 4: Literature Review

Nationally, within philanthropy and the public sector, there has been a shift towards models that utilize collaborative efforts. Collaboratives have been developed to meet a specific outcome in a larger ecosystem. Although collective impact and collaborative work have been around for many years, only in the last decade have collective strategies become increasingly important for maximizing investment and impact. With the increased popularity of issue-based and place-based initiatives in formalized collaborative models, researchers and practitioners have begun to grapple with how to best measure collective and collaborative work. Considering that coalitions undertake multifactorial work, traditional program evaluation methods have been poorly suited to accurately capture the nature and impact of the collective work between organizations (NORC, p. 2, 2010). A limited body of research exists that develops evaluative frameworks and examines the impact of community coalitions. The researchers considered the evaluation methodologies for collective work from Preskill, Parkhaust & Juster (2014); Moore (2013); Mt. Auburn Associates (2012); Eckhart-Queenan & Forti (2011); NORC (2010); and the Hargreaves (2010).

Intermediary organizations work at the ecosystem level convening public and private stakeholders to build a network of collaboration to collectively improve their community. Mt. Auburn Associates (2012) & Hargreaves (2010) provide an initial framework which breaks down a collaborative's impact to two levels: the systems level and the population level. Where systems level impact is the "transformation of stakeholder boundaries/relationships/perspectives that may serve as an entry point into shifting the process of how things are done;" and population level impact has a "direct longer-term outcomes on large numbers of...individuals related to the enduring system outcomes" (Mt. Auburn Associates, 2012, p. v).

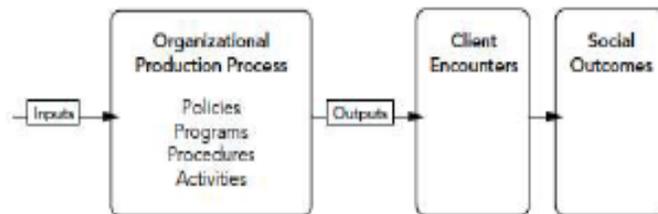
Moore (2013) then provides compelling arguments for developing a theory of change combined with a logic model as foundations for an evaluative framework for any institution that seeks to create public value. A logic model with a theory of change strengthens an organization's accountability for public value by visualizing the "value chain that causally connects a flow of assets controlled by organization, through a set or policies, programs or activities...to transactions with clients...and ultimately to social outcomes" (Moore p. 332-337, 388-389, 2013). We sought to ensure that, as Moore recommends, the value chain we created with OCED would express an ends and means and long and short run actions and objectives with clearly defined priorities that turn abstract ideas into concrete realities and benchmarks (refer to Model A).

Eckhart-Queenan & Forti (2011) and Mt. Auburn and Associates (2012) each provide a theory of change with logic model framework that visualize a different type of collaborative work: issue-based and place-based (refer to Models B and C-1). As the issue-based collaborative is not limited by geographical location, the place-based collaborative is not limited to a policy issue. The Eckhart-Queenan & Forti (2011) logic model on women entrepreneurship in Asia, Latin America, and Africa is for an issue-based collaborative that seeks to increase the number of women who start businesses in the developing world. Place-based collaboratives center around improving whole

communities from a specific geographic location. The Partnership, which focuses on improving the wellbeing of the people and environment of the Central Valley, is a place-based collaborative. The Mt. Auburn Associates (2012) literature provided us with the place-based collaborative work logic model from The Integration Initiative (TII) of Living Cities. The TII supports “bold, promising approaches that have the potential to transform the lives of low-income people and the communities in” Detroit and Baltimore (p. iv). These models provided diverse ways that we can visualize a collaborative’s theory of change interact with its logic model at the systems and population levels (refer to Models C1 and D).

The National Opinion Research Center (NORC) based at the University of Chicago also completed an extensive literature review in 2010 on community coalitions and partnerships that yielded six characteristics that affect the sustainability of coalition functioning and effectiveness. These characteristics include: leadership, membership, structure, operations and processes, strategic vision, and contextual factors (NORC, p. 2, 2010). The NORC literature review also defined some enabling characteristics that affect whether a coalition will be sustained over time, these include: effective leadership, diversity of membership, structure, vision-focus balance, resource stability and diversity, and evaluation. Other research also found collective impact tends to have five core conditions to function appropriately: a common agenda, shared measurement system, mutually reinforcing activities, a backbone function, and continuous communication (Preskill, H., Parkhurst M., & Splansky Juster J. p. 4, 2014). We sought to track many of these factors when we tested the evaluative framework co-developed with OCED.

Model A: Moore’s simple logic model for strategic management (Moore, 2013)



Model B: The Bridgespan Group theory of change with a logic model to measure impact
(Eckhart-Queenan & Forti, 2011)

10,000 Women Performance Measurement System

Intended Impact and theory of change	Logic model	Metrics	Tools and timing
<p>Theory of Change (in summary form, showing programmatic activities only): Universities will market to and select underserved women SME owners with growth potential, provide a - 180-hour practical business curriculum, and work with local NGOs to provide up to 2 years of mentors and networks to all participants, and up to 1 year of business advising and help accessing capital to top 25%</p>	<p>Inputs: Staff and resources that support program participants</p>	<p>Participants' income, education level, prior business growth, - 20 others</p>	<p>Application form, interview form (administered once before entry)</p>
	<p>Outputs: Business education, support services</p>	<p>Attendance and graduation rate, support service usage rate and satisfaction</p>	<p>Attendance list (during course), survey (before and 6/18/30 months after course)</p>
	<p>Intermediate outcomes: Changes in business knowledge and interpersonal skills</p>	<p>Ability to calculate profit, increased confidence to delegate, - 25 others</p>	<p>Skills assessment (before and after the course), quality of business plan</p>
	<p>Intermediate outcomes: Changes in business practices</p>	<p>Use of formal financials, evidence of delegation, - 25 others</p>	<p>Survey on changes in business practices and business performance (before and 6/18/30 months after the course)</p>
	<p>Ultimate outcomes: Improved business performance</p>	<p>Growth in revenues, jobs created</p>	

To develop metrics that help the organization test its theory, measurement experts suggest translating the theory of change to a "logic model." This model defines "inputs" (the resources you invest), "outputs" (the activities you do), and "outcomes" (what results from those activities).

Model C(1): Mt. Auburn and Associates' The Integration Initiative Theory of Change (Mt. Auburn Associates, 2012)

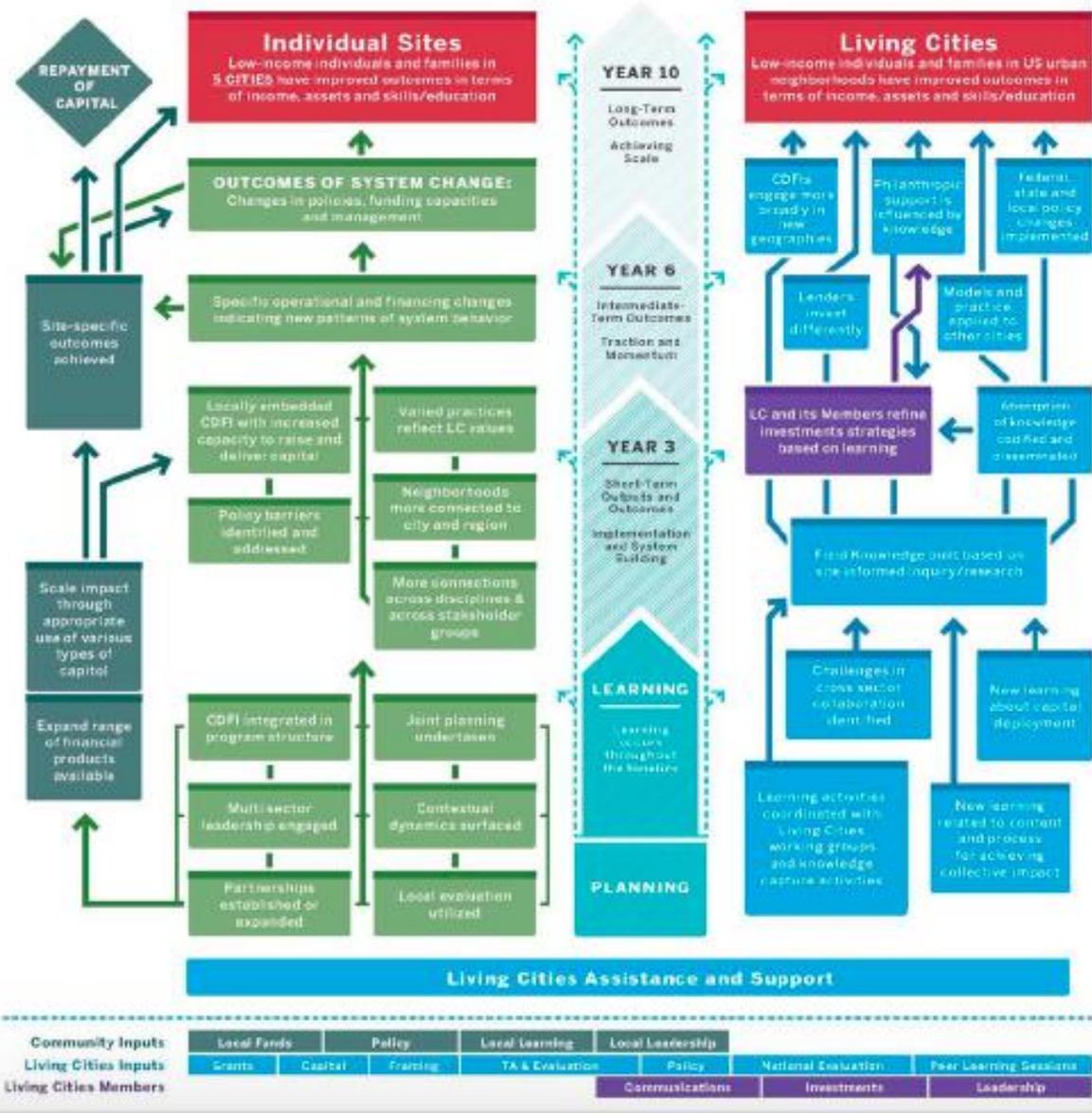
Figure 1.

TII Theory of Change

INITIATIVE OVERVIEW

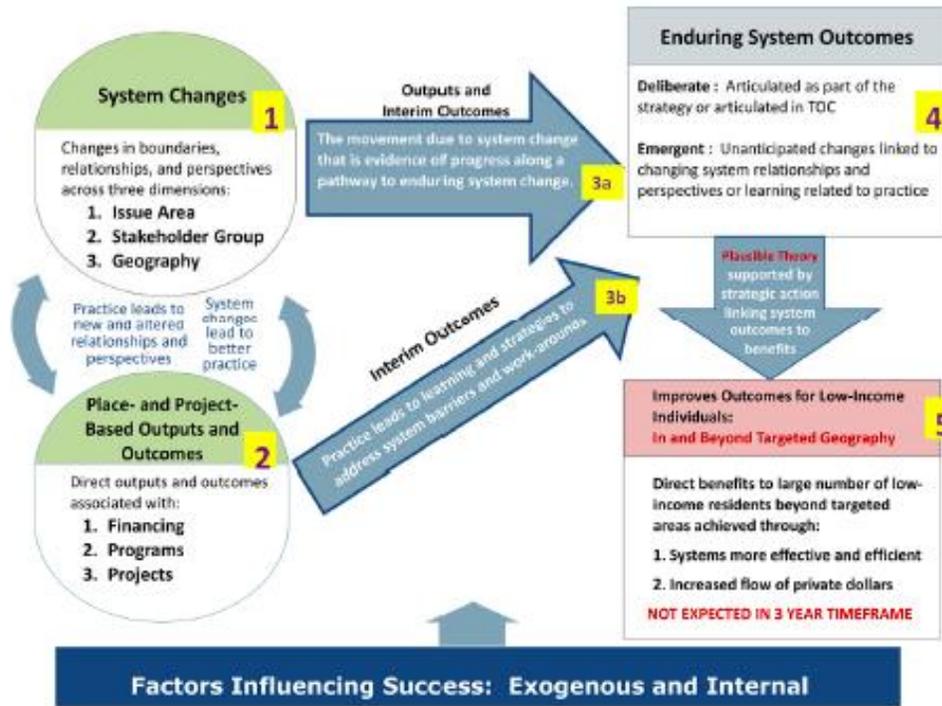


GOAL: Successful models are developed that can inspire a new generation of effective urban investment and transformation to the benefit of urban, low-income residents.



Model C(2): Mt. Auburn and Associates' The Integration Initiative Systems and Populations Level Model (Mt. Auburn Associates, 2012)

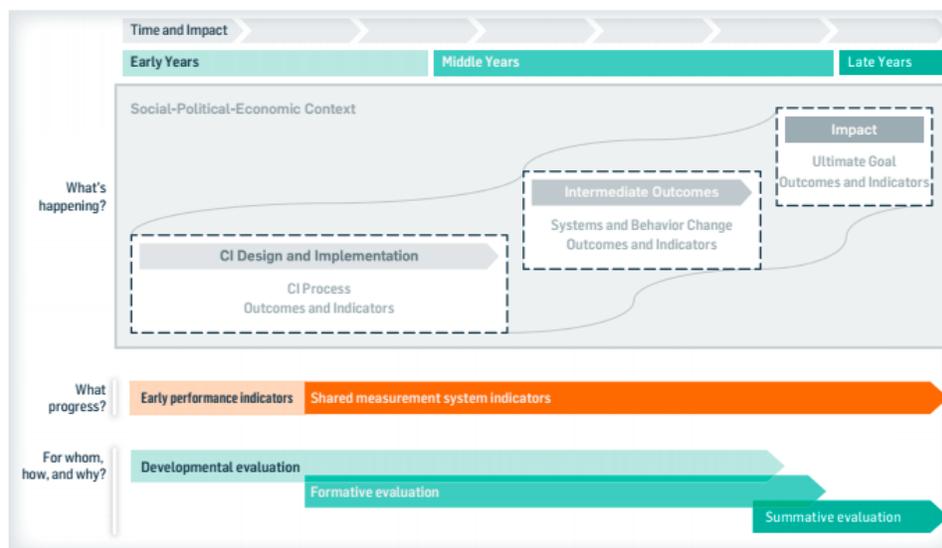
Figure 12. Evaluation Framework



Model D: Collective Impact Forum's Collective Impact Logic Model that differentiates between individual and systems change (Preskill, Parkhaust & Juster, 2014)

Figure 1:

A Framework for Designing and Conducting Performance Measurement and Evaluation of Collective Impact Efforts



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Appendix 5: Qualitative Interview Guide

To be administered to San Joaquin Valley Partnership Board members, working group members, or partner organizations. Individuals represent a variety of sectors including, political, the private sector, community-based organizations, academia and government agencies.

Administration time: 45-60 minutes

Questions

INTRODUCTORY

1. Could you tell us a little bit about your work?
2. How would you describe your current role or function within the Partnership?
 - a. Follow up: would you say it was clear since the beginning of your participation?

PUBLIC VALUE

3. Why did you join the Partnership?
 - a. Follow up: What were your expectations and have they changed, if at all?
Ex. Time commitment, partnerships, funding, leadership role
4. In what ways, if any, has the Partnership members and leadership, including OCED, contributed to your individual organizational work?
 - a. Follow up: ex. funding, communications, technical/skill, networking
 - b. Follow up: What value does this bring, if any?
5. Are there partnerships that you have formed as a result of your participation in the Partnership that you believe would not have been possible otherwise?
 - a. Follow up: If so, what sectors or areas of work do they represent?
 - b. Follow up: How has this changed your individual work, if at all?
6. How does the Secretariat perform in creating a partnership that represents a regional identity at the local level (city and county level) and state-level (sees the value of working and talking to the Partnership vs going out to them)?
 - a. Follow up: *Describe how SJVP performs in promoting cross-sector collaboration?*
 - b. *How does SJVP perform in catalyzing exchanges between public and private institutions*

POLITICAL

7. How does the Secretariat perform in political advocacy for the region? Please describe. (testify; letters of advocacy; etc)
8. How does the Secretariat do regarding communication and information sharing and knocking down silos? Is there space for improvement, if so where/how?

OPERATIONAL

9. Are there any constraints to fully participating in the Partnership meetings or events?
 - a. Follow up: ex. Political, location, time, transportation, technology
10. How does the Secretariat (OCED) do regarding redundancies in efforts; confusion in working group roles and outcomes?
11. If you could go back in time and design the Partnership, what would be different?
 - a. Follow up: Partners, Board Structure, work issue areas

MEASURING SUCCESS

12. If the Partnership was at its prime how would life be different for people in the Central Valley?

a. Follow up: How would life be different for your organization?

13. What do you think are the most important measurements of success for the Partnership?

a. Follow up: How do these measurements differ, if at all, from how you would measure the effectiveness of OCED's role in coordinating Partnership?

Other:

Do you find the Secretariat attends community partner events? How fairly distributed is this? How engaged is the Secretariat? What value does this bring, if any?

How does SJVP give a voice a regional voice to the state? How does the Secretariat perform in enhancing that voice?

Describe how SJVP performs in promoting cross-sector collaboration?

How does SJVP uniquely encourages relationship building amongst the member organizations that would not exist otherwise.

How does SJVP perform in catalyzing exchanges between public and private institutions

How does the Secretariat perform in political advocacy for the region? Please describe. (testify; letters of advocacy; etc

As an SJVP member - do you find you have access to more funding opportunities/sources than prior to your engagement with SJVP? --- OR --- How does the secretariat perform in making SJVP a place for access to funding

Appendix 6: Qualitative Summary of Coded Responses

Participant	Q#4: Contributed to your work?	Q#5: Partnerships formed?	Q#6: Regional identity?	Q#7: Political Advocacy ?	Q#8: Communications /Info Sharing?	Q#9: Constraints to Participating?	Q#10: Redundancies in Efforts?	Q11: What would you structure diff?	Q#12: At its prime what diff?	Q#13: Measurements of Success
1	N	N	Y	N	N	---	---	N	---	Legislation passed; attendance rate; clusters output; board member engagement
2	Y	Y	Y	---	Y	N	N	Y	Satisfied	
3	Y-limited	N	N	Y - Limited	-	N	-		Focus on economic development; other objectives are redundant	Do not have measurable goals at this time; have actionable items ; but would have to be a slimmer board
4	Y	Y	Y	N	Y	N	N	Smaller board (10) but tradeoff w/ diversity	Econ dev.; greater awareness/understanding of central valley; if have a % in decision making to attribute to Partnership	Most impacted areas; collective voice on what is happening; how do we get involved the bottom 10 members who don't attend?
5	Y	Y	Y	N	--	N	N	Problem - based approach; leverage board	---	Econ dev; education; etc

									members more		
6	N	Y	Y	Y	---	Time	N		more involvement from board	More participation by board members	Board participation, successful grant funding, general public perceptions of board, reports
7	Y	Y	Y	Y	---		''''		more actionable steps; get ppl to meetings; more leadership of communities to attend; Increase diversity in those who are board members	---	
8	Y	N	Y	Y	Y	Geography			narrow geographic boundaries (N and S) ; or sub regional groups	---	Greater socio/econ equity ; private sector models of measurement
9	Y	Y	Y	N	---	More timely Info	Improve work groups		rotation ; private sector could be more robust; permanent staff; board	---	more investment, jobs etc

								visit to Sacramento; more action		
10	N	Y	N	N	N	Y	---	1) solid funding so not grant driven 2) move away from focusing on "bricks and mortar"	Health outcomes needed	1) establish a baseline 2) measure: amount of money brought into the central valley, number of jobs created, Collaborative nature of the work, offshoots
11	Y	Y	Y	N	Y	Location	N	need more focus in priorities-bite off too much	-	Score card
12	N – Limited (relationship)	-	Y-limited (diversity no)	N	N	Y	N	Funding	-	Baselin

Appendix 7: Online Quantitative Survey Questions

Survey: California Partnership for the San Joaquin Valley {Page 1}

Dear San Joaquin Valley Partnership Board Member,

Thank you for taking the time to complete this short, anonymous, and independent survey. This survey is voluntary. You may skip questions that you do not feel comfortable answering or stop the survey at any time.

There will be a total of 28 questions that will assess the Partnership's performance across four dimensions:

- 1) meeting effectiveness and efficiency;
- 2) funding opportunities;
- 3) political effectiveness; and
- 4) overall value.

If you have questions, please contact us:

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I. MEETING EFFECTIVENESS AND EFFICIENCY {Page 2}

Possible responses: Always, Almost always, Unsure, Rarely, Never, Open-ended

1. I am motivated to share the reports and information I receive during quarterly meetings with the constituents I represent.
2. The topics covered during the quarterly board meetings are timely.
3. The guest speaker presentations during the quarterly board meetings are valuable.

4. The quarterly meetings are action-oriented.
5. I am able to participate in agenda development for the quarterly meetings.
6. The annual summit meets the Partnership's mission to connect, collaborate, and advocate around issues facing the eight-county San Joaquin Valley.
7. The Partnership tracks progress made toward its mission.
8. The partnership offers me opportunities to contribute to the successful delivery of Partnership initiatives.
9. OCED communicates well with board members.
10. Do you have any suggestions to improve meeting effectiveness? If so, please describe.

II. FUNDING OPPORTUNITIES {Page 3}

Possible responses: Strongly Agree, Agree, Unsure, Disagree, Strongly Disagree, Open-ended

11. In your term of service, funding opportunities for the San Joaquin Valley have INCREASED because of the Partnership.
12. In your term of service, funding sources for the San Joaquin Valley have DIVERSIFIED because of the Partnership.
13. I understand how the Partnership is funded.
14. I am interested to help the Partnership raise funds.
15. Do you have any suggestions to improve the Partnership's ability to raise funds? If so, please describe.

III. POLITICAL EFFECTIVENESS {Page 4}

Possible responses: Strongly Agree, Agree, Unsure, Disagree, Strongly Disagree, Open-ended

16. The Partnership has positively impacted legislation at the LOCAL level.
17. The Partnership has positively impacted legislation at the STATE level.

18. The Partnership creates political value for the San Joaquin Valley.
19. I am interested in helping the Partnership garner funds.
20. Do you have any suggestions to improve the political effectiveness of the Partnership? If so, please describe.

IV. OVERALL VALUE {Page 5}

Possible responses: Strongly Agree, Agree, Unsure, Disagree, Strongly Disagree, Open-ended

21. There is a greater sense of regional identity in the San Joaquin Valley because of the Partnership.
22. The Partnership has improved the quality of life of the San Joaquin Valley residents.
23. The Partnership achieves its mission to connect, collaborate, and advocate around issues facing the eight-county San Joaquin Valley.
24. The Partnership helps me serve my constituents or clients more effectively.
25. The Partnership has contributed to a more prosperous economy in the San Joaquin Valley.
26. The partnership has contributed to better environmental conditions in the San Joaquin Valley (for example: air quality, water quality, etc.)
27. The Partnership has contributed to social equity in the San Joaquin Valley.
28. In my term of service, the Partnership has met my expectations.
29. Do you have any suggestions to improve the overall value and effectiveness of the Partnership? If so, please describe.

Appendix 8: Quantitative Survey Response

Question (n=14)	Always (4)	Almost Always (3)	Unsure (2)	Rarely (1)	Never (0)	Other	Average (1-4)
I. MEETING EFFECTIVENESS AND EFFICIENCY							
1. I am motivated to share the reports and information I receive during quarterly meetings with the constituents I represent.	33.33%	33.33%	8.33%	25.00%	0.00%	<p><u>Response:</u> "I share the information at the state level."</p> <p><u>Response:</u> "I do not represent any constituents but I share reports as I see fit."</p>	2.75
2. The topics covered during the quarterly board meetings are timely.	23.08%	76.92%	0.00%	0.00%	0.00%	<u>Response:</u> "Timely but not necessarily "new" or "emerging.""	3.23
3. The guest speaker presentations during the quarterly board meetings are valuable.	30.00%	60.00%	10.00%	0.00%	0.00%	<p><u>Response:</u> "Sometimes."</p> <p><u>Response:</u> "Yes, now with new format."</p>	3.20
4. The quarterly meetings are action-oriented.	7.69%	38.46%	15.38%	38.46%	0.00%		2.07

5. I am able to participate in agenda development for the quarterly meetings.	44.44%	22.22%	0.00%	0.00%	33.33%	<u>Response:</u> “Board members never had the opportunity until last board meeting.”	2.08
6. The annual summit meets the Partnership's mission to connect, collaborate, and advocate around issues facing the eight-county San Joaquin Valley.	35.71%	14.29%	35.71%	14.29%	0.00%		2.76
7. The Partnership tracks progress made toward its mission.	28.57%	7.14%	50.00%	7.14%	7.14%		2.42
8. The partnership offers me opportunities to contribute to the successful delivery of Partnership initiatives.	16.67%	41.67%	25.00%	16.67%	0.00%		2.46
9. OCED communicates well with board members.	45.45%	45.45%	0.00%	9.09%	0.00%	<u>Response:</u> “Yes, but not effectively.”	3.27
10. Do you have any suggestions to improve meeting effectiveness? If so, please describe.	<p><u>Response:</u> “Discussions that involve the entire board and then lead to action would be helpful. I don't feel like the board members are utilized as effectively as they could be.”</p> <p><u>Response:</u> “Room venues 4 lend themselves to much interaction or discussion among the whole group...lots of sidebars, chatting, etc.. Agendas are WAY too long...WAY too much talking 'at'...very little in the way of action.”</p> <p><u>Response:</u> “a timely summary of presentations sent to the board that can be circulated to board members' constituents and a press release or op ed by a board member about the subject addressed at the board meeting and actions that could be taken for Valley media could be a way of enhancing the visibility of the board, what it</p>						

does and the value it brings to the San Joaquin Valley could be helpful.”

Response: “Narrow issues and focus in order to have greater impact. “

Response: “ Yes. I think the Partnership needs to define what it is exactly and what it is to achieve. Is it an information clearing house or is it an action-oriented policy making board? The answer will guide how the meetings should function and their effectiveness. With the challenges the SJ Valley faces, it seems that the Partnership needs to be more action-oriented and thus it's meetings to be focused toward that end. I like the emphasis on one or just two key issues to layout issues but also ways in which we can work collaboratively to improve the Valley's economic situation.”

Response: “The last two board meetings have been more productive in addressing issues impacting the region. It's important not to overload the agenda, most people stop paying attention as the day moves on.”

Response: “You will notice my response are very high on the scale. There is always room for improvement but I currently do not have any specific suggestions.”

Response: “As with any group I feel that there are individuals who make comments just to hear themselves speak. Keeping people on track and off of their own agenda can be challenging.”

Response: “New format needs to take hold. Need other board members to be given the opportunity to engage and lead.”

Question (n=14)	Always (4)	Almost Always (3)	Unsure (2)	Rarely (1)	Never (0)	Other	Average (1-4)
II. FUNDING OPPORTUNITIES							
11. In your term of service, funding opportunities for the San Joaquin Valley have INCREASED because of the Partnership.	16.67%	50.00%	33.33%	0.00%	0.00%		2.69
12. In your term of service, funding sources for the San Joaquin Valley have DIVERSIFIED because of the Partnership.	7.69%	38.46%	53.85%	0.00%	0.00%		2.53
13. I understand how the Partnership is funded.	7.14%	57.14%	21.43%	14.29%	0.00%		2.57
14. I am interested to help the Partnership raise funds.	0.00%	58.33%	33.33%	8.33%	0.00%	Not sure of the funding now. State funding is important.	2.50
15. Do you have any suggestions to improve the Partnership's ability to raise funds? If so, please describe.	<p><u>Response:</u> "Need to do a better job of engaging all Board members in a meaningful way. Attendance at meetings seems pretty sporadic...folks are committed to the concept but that doesn't always translate to action."</p> <p><u>Response:</u> "Increase its visibility around what it has accomplished."</p> <p><u>Response:</u> "Continue to network with community partners and deliver services as needed. Encourage</p>						

<p>other groups that may need a larger voice to unite with the partnership to increase "one voice" message and efforts for the San Joaquin Valley.”</p> <p><u>Response:</u> “Continue to network with community partners and deliver services as needed. Encourage other groups that may need a larger voice to unite with the partnership to increase "one voice" message and efforts for the San Joaquin Valley.”</p> <p><u>Response:</u> “This issue goes back to the issue of what the state is providing and why cannot that issue be revisited now.”</p> <p><u>Response:</u> “I am unclear about the structure, while the OCED office has been successful in bringing in additional funds for a variety of projects, at time unclear on how relates or ties into the board work. Need more communication from staff on this.”</p> <p><u>Response:</u> “Partnership should provide tech assistance for grants to SJ Valley entities.”</p>							
Question (n=14)	Always (4)	Almost Always (3)	Unsure (2)	Rarely (1)	Never (0)	Other	Average (1-4)
III. POLITICAL EFFECTIVENESS							
16. The Partnership has positively impacted legislation at the LOCAL level.	28.57%	7.14%	57.14%	7.14%	0.00%		2.57

17. The Partnership has positively impacted legislation at the STATE level.	21.43%	50.00%	28.57%	0.00%	0.00%		2.92
18. The Partnership creates political value for the San Joaquin Valley.	61.54%	23.08%	15.38%	0.00%	0.00%		3.46
19. I am interested in helping the Partnership garner funds.	0.00%	58.33%	33.33%	8.33%	0.00%		2.5
19. Do you have any suggestions to improve the political effectiveness of the Partnership? If so, please describe.	<p><u>Response:</u> “DO something. Advance legislation. Take stands publicly. Engage more with County BOS and local City Councils. Few even think of the Partnership when in need of advocacy, support, expertise.”</p> <p><u>Response:</u> “I believe there is huge potential for the Partnership to do more to create value in the San Joaquin Valley by focusing on a limited number of strategic initiatives that bring together strong consensus for a powerful unified voice for action and unity.”</p> <p><u>Response:</u> “The need for OCED staff and boardmembers working in tandem, with staff being at forefront and boardmembers supporting and augmenting staff work. I want to see better leadership from OCED staff on this issue and overall.”</p> <p><u>Response:</u> “We need to reach out to our elected officials re: the work of the partnership, many have changed since it was first established. We no longer have their participation as before.”</p> <p><u>Response:</u> “Only select issues where there is a consensus.”</p>						

Question (n=14)	Always (4)	Almost Always (3)	Unsure (2)	Rarely (1)	Never (0)	Other	Average (1-4)
IV. OVERALL VALUE							
20. There is a greater sense of regional identity in the San Joaquin Valley because of the Partnership.	38.46%	38.46%	23.08%	0.00%	0.00%	<u>Response:</u> "Agree to a point but it could be better."	3.15
21. The Partnership has improved the quality of life of the San Joaquin Valley residents.	15.38%	61.54%	15.38%	7.69%	0.00%	<u>Response:</u> "Thjere were several areas the partnership was to work on, unclear about this."	2.84
22. The Partnership achieves its mission to connect, collaborate, and advocate around issues facing the eight-county San Joaquin Valley.	36.36%	36.36%	27.27%	0.00%	0.00%	<u>Response:</u> "Yes, mostly but it could do more." <u>Response:</u> "Mission needs to be re-visited or re-defined." <u>Response:</u> "Yes, but there needs to be improvement."	3.09
23. The Partnership helps me serve my constituents or clients more effectively.	16.67%	33.33%	41.67%	8.33%	0.00%	<u>Response:</u> "I do not have constituents."	2.58
24. The Partnership has contributed to a more	25.00%	41.67%	25.00%	8.33%	0.00%	<u>Response:</u> "Somewhat but	2.83

prosperous economy in the San Joaquin Valley.						it could do more.” <u>Response:</u> “I don't believe that connection has been made.”	
25. The partnership has contributed to better environmental conditions in the San Joaquin Valley (for example: air quality, water quality, etc.)	15.38%	38.46%	38.46%	7.69%	0.00%	<u>Response:</u> “Perhaps an awareness of these issues.”	2.61
26. The Partnership has contributed to social equity in the San Joaquin Valley.	7.14%	28.57%	50.00%	14.29%	0.00%		2.28
27. In my term of service, the Partnership has met my expectations.	23.08%	23.08%	23.08%	30.77%	0.00%		2.38
28. Do you have any suggestions to improve the overall value and effectiveness of the Partnership? If so, please describe.	<p><u>Response:</u> “The Partnership needs to be clear as to what it is - info clearinghouse or action-oriented. It needs to be more focused and monitor its goals more closely and revisit often to keep everyone on the same page. People cycle in and off the board often -- need to keep everyone focused on goals and not be everything to everyone.”</p> <p><u>Response:</u> “Engage more with elected officials on issues impacting the region; can be a forceful voice, strengthen communications not only with board but with overall community re: partnership role; talk more about its successes;”</p> <p><u>Response:</u> “Need to implement new format.”</p> <p><u>Response:</u> “Too much focus on Fresno.”</p> <p><u>Response:</u> “Need to bring in UC Merced and CSU Bakersfield and Stan to have greater unity.”</p>						

Appendix 9: Partnership Board Attendance Analysis Summary

	12/4/2012		9/3/2012		6/2/2012		3/1/2012		3/1/2013		6/2/2013	
	#	%	#	%	#	%	#	%	#	%	#	%
Board	16	37.21%	20	46.5%	27	62.8%	20	46.5%	19	44.2%	14	32.6%
Board Applicant	4	66.67%	3	42.86%	-	-%	-	-%	2	28.6%	1	0.2
Deputies	4(2)	50.00%	5(2)	71.43%	3(1)	37.50%	2	100.00%	3(2)	75.00%	2(1)	50.0%
Advisor	3	42.86%	4	57.14%	5	71.43%	4	80.00%	1	14.29%	-	-
Guest	8	57.14%	18	100.0%	12	75.00%	8	100.00%	6	100%	1	
Elected	-	-%	--	--%	-	-%	-	-%	-	-	-	-
COG	-	-%	--	--%	-	-%	-	-%	-	-	-	-
RPC	--	-%	---	---	-	-%	-	-%	-	-	-	-
PAN	--	-%	--	--%	-	-%	-	-%	-	-	-	-
WGP	--	-%	--	--%	-	-%	-	-%	-	-	-	-
Speaker	6	85.71%	5	100.00%	14	100.00%	-	-%				
awardee	-	-%	-	-%	-	-%	-	-%	-	-	-	-
Sponsor	-	-%	-	-%	-	-%	-	--%	-	-	-	-
Staff	6	100.00%	5	100.00%	6	100.00%	4	100.00%	4	100%		
Total Recorded	47	0.6025641026	60	75.95%	67	75.3%	38	65.5%	40	59.7%	17	37.78%

	9/3/2013	12/4/2013	3/1/2014	6/2/2014	9/3/2014	12/4/2014
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	#	%	#	%	#	%	#	%	#	%	#	%
Board	20	47.6%	16	38.1%	31	77.5%	24	60.0%	18	45.0%	26	65.0%
Board Applicant	4	57.14%	3	75.0%	--	--%	3	75.0%	-	-%	--	--
Deputies	3(2)	50.00%	4(3)		7	100.0%	7(1)	--%	-	-%	6(2)	50.0%
Advisor	1	14.29%	3		1	100.0%	5	55.5%	2		5	50%
Guest	2	100.00%	3	100.0%	17	100.0%	9	100.0%	104	100.0%	3	100%
Elected	-	-%	-	-%	6	100.0%	--	--%	-	-%	--	--%
COG	-	-%	2	100.0%	-	-%	7	77.8%	-	-%	--	--%
RPC	-		-	-%	-	-%	7		-	-%	--	--%
PAN	-	-%	-	-%	-	-%	--	--%	-	-%	7	100%
WGP	-	-%	-	-%	-	-%	1	100.0%	-	-%	1	100%
Speaker	7	100.00%			15	100.0%	--	--%	-	-%	--	---%
awardee	-	-%	-	-%	-	-%			15	100.00%		
Sponsor	-	-%	-	-%	-	-%	3	--%	7	100.00%	--	--%
Staff	8	100.00%	3	100.0%			9	100.0%	15	100.00%	9	64.3%
Total Recorded	45	60.8%	34	75.6%	86	90.5%	78	81.3%	162		57	67.1%

Appendix 10: OCED Aligned Programs

OCED Aligned Programs

San Joaquin Valley Rural Development Center

Acting as a resource hub, the Rural Development Center (RDC) provides technical assistance for public agencies in small, underserved communities by connecting them to experts who can provide specialized consulting to which they would otherwise not have access. Areas include business services, clean energy, economic development, finance, grant writing, health and human services, housing, nonprofit capacity, planning, project design and construction, trade development, transportation, and water infrastructure. OCED aligns the activities of the RDC with the activities of the Partnership as a gateway to the rural communities of the SJV.

Smart Valley Places

Funded by a \$4 million grant awarded by the U.S. Department of Housing and Urban Development, Smart Valley Places (SVP) was a three year smart growth initiative in the San Joaquin Valley. Driven by a compact of 14 of the Valley's largest cities, in partnership with several nonprofit organizations and regional stakeholders, the program provided resources and support to local jurisdictions in their efforts to incorporate and implement the smart growth principles of the San Joaquin Valley Blueprint at the local level. OCED aligns the activities of SVP with the activities of the Partnership as a gateway to the urban communities of the SJV.

Community and Regional Planning Center

The Community and Regional Planning Center (CRPC) is a joint venture between OCED and the College of Social Sciences at Fresno State. It serves as the administrator of the San Joaquin Valley Regional Blueprint Toolkit – an online repository of resources and tools for Valley planners – as well as a resource hub between the regional initiatives of OCED, the College of Social Sciences, and the community. Through collaboration with many partners, CRPC links technical assistance providers to Valley communities and serves as an information hub and resource for planning-related knowledge and research, peer learning networks, and expertise.

Central Valley AgPlus

OCED lead a collaborative effort that brought together four regions (San Joaquin Valley, Sacramento, Northern California and Central Sierra), encompassing 28 counties for the purpose of applying for an Investing in Manufacturing Communities Partnership (IMCP) designation. This effort was led by OCED working with California State University, Chico, Sacramento Valley Vision, and the Tuolumne County Economic Development Authority, in partnership with UC Davis and many others. Central Valley AgPlus focuses on value added agriculture, aligning well with other OCED activity currently underway. Central California iHub

San Joaquin Valley Housing Collaborative

The San Joaquin Valley Housing Collaborative is a regional nonprofit organization formed to specifically address housing issues in the eight-county San Joaquin Valley. The Collaborative not only serves as a much needed forum to discuss regional challenges and strategies to address the Valley's long- and short-term housing goals; it also serves as an invaluable tool for the region to organize as one voice when communicating with state and federal policy makers and regulatory agencies. The Collaborative serves as the Housing Work Group for the Partnership. OCED provided administration duties for this collaborative until 2014. Currently, OCED provides support that includes advocacy, connection to aligned initiatives and collaboration on projects and events.

Small Business Development Center

A collaborative partnership between the Office of Community and Economic Development and the University of California, Merced Small Business Development Center (SBDC). Together, these organizations provide an infrastructure to foster SBDC activity and reach businesses throughout the San Joaquin Valley. SBDC provides one-on-one business consulting, workshops, research, and online learning services. OCED aligns the activities of the SBDC with the RDC to provide a pathway to rural communities and their businesses.

Central California iHub (Central CA iHub) is a state-designated innovation hub focused on driving water, energy, and agribusiness innovation and commercialization in the San Joaquin Valley. One of only 16 iHubs in California – and the only one with a focus on agriculture, clean energy and water – Central CA iHub is designed to leverage assets, such as technology incubators and universities, to provide an innovation platform for new and existing businesses, industry sectors, and investors to collaborate. It supports innovative expansion, growth of nascent entrepreneurs and technology commercialization through the sharing of best practices, facilitation of resources, provision of technical assistance, and recruitment of investment capital. Central CA iHub is administered by the University of California, Merced Small Business Development Center Regional Network. OCED provides support in the way of grant writing, advocacy, and collaboration with aligned programs.

Introduction to Economic Development Certificate Program

A collaborative project between California Academy for Economic Development, California Association for Local Economic Development, International Economic Development Council, and California State University, Fresno - University Business Center, Department of Continuing and Global Education, and the Office of Community and Economic Development. This program is for new professionals entering the field of economic development, existing professionals, elected officials, and community leaders who want to advance their career and better serve their community.

Appendix 11: Participatory Facilitation Resources

Facilitators Guide to Participatory Decisionmaking:

<http://www.amazon.com/Facilitators-Guide-Participatory-Decision-Making-Kaner/dp/0787982660>

Backbone resources:

<http://www.collaborationforimpact.com/collective-impact/the-backbone-organisation/>

<http://www.collaborationforimpact.com/the-how-to-guide/>

<http://www.bridgespan.org/Publications-and-Tools/Revitalizing-Communities/Community-Collaboratives/Needle-Moving-Collective-Impact-Three-Guides-to-Cr.aspx#.VRiILvnIa08>