



## Memorandum

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December 2015

TO: Board of Directors

FROM: Mike Dozier, Lead Executive

DATE: December 11, 2015

SUBJECT: September 18, 2015, Goal Setting - Summary & Recommendations

### Background

The board of directors of the California Partnership for the San Joaquin Valley (Partnership) met in Bakersfield on September 18 to discuss and choose the organization's critical priorities for the next two or three years. Five priority areas were proposed for consideration by the executive committee including water, cap and trade, higher education, San Joaquin Valley Railroad service and the Regional Industry Cluster Initiative. During the workshop, it was proposed that broadband be added as a priority. Following lengthy discussion of each priority, the board reached agreement that the following will be the priorities for the Partnership over the next few years:

- 1 **Water Quality and Supply**
- 2 **Greenhouse Gas Reduction (Cap and Trade) Funding**
- 3 **Higher Education**
- 4 **San Joaquin Valley Rail**
- 5 **Regional Industry Clusterg Initiative (RICI)**
- 6 **San Joaquin Valley Broadband**

Before discuss began on the priorities, there was a review of some of the findings from the recent Harvard Kennedy School study of the Partnership titled "A Strategic and Evaluative Framework" (Study). Two of the Study's findings were of particular interest to the board. The first finding concerns the views of several board members who participated in the interviews and surveys conducted for the Study to the effect that there needs to be significantly greater board member participation in the selection and definition of the Partnership's priorities along with greater board accountability for what the Partnership actually accomplishes.

The second finding of interest to board members concerns the Study's assertion that the Partnership does not employ appropriate metrics to measure its impacts and contributions. The Study's authors noted that the metrics employed in the past were actually the population metrics used by other organizations and/or those of the work groups associated with the Partnership, over which the Partnership has no direct control. Thus the Study put forward as its primary research question, " what are the most appropriate metrics for evaluating the impact of the Partnership's collaborative work?" and further suggested, "The current metrics do not capture the potential benefits and contributions of the Partnership."

The workshop facilitator Bill Carney suggested that each priority be considered and structured using a set of critical questions including the following:

1. Is the priority compatible with the Partnership's Mission to "Connect, Collaborate and Advocate"?
2. What is the appropriate level Partnership engagement? Should it lead, partner or support the priority?
3. Who else is working on or interested in the priority?
4. What will the Partnership actually do?
5. What resources, financial and administrative, are necessary to implement the Partnership's chosen level of engagement?
6. Who will be responsible for implementation, both from a standpoint of oversight and administration?
7. What are the most appropriate measurements of the Partnership's impact, progress or success?

### **What Was Accomplished?**

One of the more significant accomplishments of the workshop was the broadened involvement of board members in proposing, discussing and approving the Partnership's priorities, one of the primary concerns discussed in the Study. Secondly, the board reached a broad consensus on six priorities following informed discussion.

While it became apparent that there would be insufficient time to fully answer all seven critical questions for each priority, the board was able to discuss each priority in some detail, agree the Partnership's level of engagement and identify possible subject experts on the board who could potentially champion the priority and provide ongoing oversight.

Most of the priorities received a preliminary engagement level designation of "Support". There was general agreement that support can mean convening interested parties, educating on policy issues, highlighting the priority in Partnership media and at its events, providing subject experts to participate on panels and workshops, testifying before policy boards, and providing editorial comment. Only the ongoing Regional Industry Cluster Initiative and Broadband seemed to stand out for immediate Partnership leadership. However, despite establishing preliminary levels of engagement, there remains a significant amount of work to be done to define the Partnership's strategic role in each of the priorities in detail.

### **Recommendations**

In order that the Partnership's priorities maintain board level leadership and outcome accountability, it is recommended that a board member(s) be identified to lead each priority. That priority leader or "champion" would have responsibility to convene an oversight team of board members and other interested parties who would, with staff, define the Partnership's role in each priority in greater detail, answering the seven critical questions mentioned previously and prepare a final report and proposal to the board for its approval as soon as possible. Particular attention

needs to be paid to defining what the Partnership will actually do and how it will measure its impact. There also need to be realistic time lines for the priority.

Time will be given at each quarterly meeting of the board for a concise report on as many of the priorities as possible. The annual summit will be used to showcase each priority and to celebrate any progress or impact. Attached please find an Effort Report for each of the six Partnership Priority Goals. Each report identifies what role the Partnership will play and the priorities being addressed over the next two-three years. If approved by the Board, staff will work with priority goal leaders to set up future meetings and begin implementation of the priorities addressed.

## Partnership Strategic Efforts: Water Quality and Supply

### Introduction

At the California Partnership for the San Joaquin Valley (Partnership) Board meeting held in Bakersfield on Friday, Sept 18, 2015, Board members discussed the recommended strategic issue priorities suggested by the Partnership Executive Committee and staff. The number one priority was water. The Board members associated with water issues were asked to develop an action plan for addressing the priority. The following constitutes their recommendations.

### The Question

The question the priority raises is whether the Partnership should participate in strategies that address some of the larger framework or “big picture initiatives” or develop consensus and actions around more focused efforts? The recommendation is the latter, focused efforts should be developed inasmuch as the large issues have broader implications and interests than the Partnership itself. Big picture, big initiatives, like developing an overall water plan for the San Joaquin Valley (Valley) or developing a Valley water budget, would take a significant amount of staff resources, time and funding, all of which the Partnership lacks. An additional concern would be that any plan would unlikely receive attention/interest by the main water stakeholders and would likely have little impact. On the other hand, a more focused effort on key initiatives is likely to be more manageable (less staff/resource intensive), and would lend itself to the establishment of goals/milestones/outcomes, and would be more effective.

### The Proposed Focused Effort

The recommended list of focused efforts and concomitant implementation strategies with goals and milestones to be developed, include the following areas:

1. SGMA- Develop implementation strategies of common value, a regional effort led by board member Vito Chiesa and the Partnership water issue support organization, California Water Institute.
2. Water Supply- Focus on consensus\* water supply projects (surface and groundwater storage) including the Temperance Flat and Sites Reservoirs proposals. Also, update and revitalize the Valley and Delta counties “project list” (state and local, especially IRWMPs) that was developed through the Partnership’s previous Water Work Group activities (with involvement by Fritz Grupe<sup>1</sup>).
3. Funding- Develop and update key funding opportunities. Inform key Valley stakeholders of opportunities; engage stakeholders on developing and advocating Valley positions for “fair share” funding. Example: Prop. 1- “Stormwater Grant Program,” a \$200 million fund. The Partnership connection with the private sector should engender discussion about public-private

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<sup>1</sup> Fritz Grupe, a former Partnership Board member from San Joaquin County, established the Water Policy Work Group principle that we should work diligently on the numerous things we agree on and leave the things we don’t off the table. His insight was confirmed in the previous Partnership water efforts.

## Partnership Strategic Efforts: Water Quality and Supply

partnerships that could help fund water solutions with a clear nexus to sustainable economic development.

4. Education Series- Many issue areas would not reach Partnership consensus or would be outside Partnership expertise. Nonetheless, it would be valuable to provide educational opportunities to the Board in an effort to encourage greater engagement. What follows is a list of potential topics for consideration:
  - a. Drinking Water- recently completed; can do additional update at appropriate time.
  - b. SGMA- done, can do additional updates at appropriate time on status of GSAs, local, ordinances, and subsidence report and activities
  - c. Drought- ongoing efforts to manage water and approach sustainability will need outreach and communication to distribute “best practices”.
  - d. Conservation- related to drought above but will remain a significant, ongoing initiative even if drought relents.
  - e. Groundwater Recharge- groundwater use is impacting the landscape and water supplies disproportionately and the best practices to ameliorate the impacts must look to improved recharge practices and methods to reverse the conditions where practical.
  - f. Healthy Soils- soils are the portal for many important water management strategies, both for quantity or quality of water.
  - g. Delta Fix- the Delta is still the crucible for difficult water policy and management strategies, being informed about the issues is paramount to effective participation in consensus solutions.
  - h. Legislative Update- state and federal activities on water will continue unabated since drought and supplies are an ongoing issue not only in California, but west-wide.
  - i. CV Salts/Drainage- a program of the Central Valley Regional Water Quality Control Board; chair Karl Longley and stakeholder presentation. Salt buildup in the San Joaquin Valley remains one the most insidious and least known problems facing the future of the landscape in the San Joaquin Valley. A program on this effort offers insight as to the current thinking as to how to manage the problem.
  - j. Regulatory- numerous regulatory programs could have a significant impact on the water picture in the Valley and presentations on their scope and potential would serve the interests of the Partnership well (Bay Delta Plan, ESA, wetlands policy, water body biological objectives, etc.).

The above recommended activities and program will likely take some time to organize and prepare. Board members representing this issue will seek membership recommendations as to how to proceed in this effort.

### Submitted by the Partnership water representatives

Karen Ross, Secretary of California Department of Food and Agriculture  
Vito Chiesa, Supervisor, Stanislaus County Board of Supervisors  
DeeDee D'Adamo, Member, State Water Resources Control Board

## Partnership Strategic Efforts: Greenhouse Gas Reduction Funding

### Introduction

At the California Partnership for the San Joaquin Valley (Partnership) Board meeting held in Bakersfield on Friday, Sept 18, 2015, Board members discussed the recommended strategic issue priorities suggested by the Partnership Executive Committee and staff. The cap-and-trade auction proceeds, formally Greenhouse Gas Reduction Fund (GGRF), is the second top priority. Staff associated with GGRF programs were asked to develop an action plan for addressing the priority.

The following constitutes their recommendations for the Transportation and Sustainable Communities funding area, specifically the Affordable Housing and Sustainable Communities (AHSC) program administered by the Strategic Growth Council and Transit and Intercity Rail Capital (TIRC) program administered by Caltrans. Focus areas will expand as other GGRF programs become available.

### Background

At the end of June 2015, Strategic Growth Council and Caltrans announced awards for their respective programs, the Affordable Housing and Sustainable Communities (AHSC) program and Transit and Intercity Rail Capital (TIRC) program.

- 28 AHSC projects were awarded funds totaling \$122 million. The SJV had 4 projects selected for awards totaling \$16,216,535, approximately 13% of the \$122 million allocated.
- 14 TIRC projects were awarded funds totaling \$224 million. The SJV had 2 projects selected, both in San Joaquin County, for a total of \$7.1 million, approximately 3% of the allocated funds.

The TIRC program expanded from \$25-\$224 million in available funding between 2013 and 2016. AHSC is poised for a major expansion in the second round, with available funding expected to be \$400 million. Funding for the GGRF programs overall is expected to be approximately \$2.2 billion in FY 15/16.

Total funding to date from the GGRF to SJV communities by major funding category is as follows

- Transportation and Sustainable Communities Funding – 27 projects for a total of \$24.7 million. This accounts for 6.7 percent of the total statewide funding.
- Clean Energy and Energy Efficiency Funding – 75 projects for a total of \$21.8 million. This accounts for 47 percent of the total statewide funding.
- Natural Resource and Waste Diversion Funding – 8 projects for a total of \$5.4 million. This accounts for 10.7 percent of the total statewide funding.

It is anticipated that as the funding grows larger, the SJV will have difficulty maintaining its current percentage or representative share of total funds awarded. The SJV is one of the fastest growing regions in the State and contains approximately 25% of all “Disadvantaged Communities” as defined by CalEnviroScreen 2.0. Collective population is more than 4 million with an anticipated 2035 population of approximately 6 million. The following suggestions will allow for the AHSC program to better fit the needs of the growing Valley, while upholding the central mission of reducing greenhouse gas emissions and changing development patterns in our communities.

## Partnership Strategic Efforts: Greenhouse Gas Reduction Funding

### Opportunity Areas

#### Leveraging

The FY 15/16 AHSC guidelines utilize the ability of the applicant to leverage outside funding as the main criteria in determining which applicants will be invited to participate in the full application phase. SJV applicants have limited local resources of funding; this is especially true for applicants within disadvantaged communities and as HUD entitlement funding diminishes (HOME, CDBG). There is a need for regional sources of funding to fill the gaps in non-AHSC leveraging. In other regions, leveraging gaps are filled by philanthropic institutions, CDFIs, MPOs, and local agency affordable housing trust funds or fees

#### Advocacy

The AHSC program should tie much more closely to the implementation of the Sustainable Community Strategies or other sustainability plans. The SCS process focuses on transportation and housing coordination to reduce greenhouse gas emissions from the largest greenhouse gas emitting sector, while supporting the public policy objectives of the AHSC program.

There is further opportunity for GGRF funds to be (1) prioritized in the top 90<sup>th</sup> percentile of disadvantaged communities; (2) greater flexibility of affordability restrictions – for many SJV communities, these funds will be deployed in neighborhoods that are in need of revitalization and will need a better mix of incomes.

A second area of opportunity for advocacy is geographic equity. Currently, AHSC guidelines heavily favor projects in large urban metropolitan cities like Los Angeles and San Francisco. Each region is not the same. Projects in the Bay Area score better in the AHSC program simply because of their size and not because of their status as transformational greenhouse gas reducing projects. A geographic equity policy is needed to ensure transformational projects are funded in all size cities throughout the state. In addition, the program should remain true to its mandate and ensure funding to disadvantaged communities in any geographic equity policy.

#### Technical Assistance and Education

Complexity of the program, application process and selection criteria, technical analysis required, and the quick turnaround for new cycles require significant applicant resources to develop project partnerships, be apprised of program guidelines, and ultimately submit complete and competitive applications. Many Valley jurisdictions and stakeholders do not have the staffing resources or time to seek and receive training. There is an opportunity for more outreach.

### Partnership Involvement

1. **Is the priority compatible with the Partnership’s Mission to “Connect, Collaborate, and Advocate?”** Yes.
2. **What is the appropriate level Partnership engagement? Should it lead, partner, or support the priority?** The Partnership should “partner” and “support,” with “lead” aspects on occasion. For example, when serving rural communities, partners with rural inroads such as the San Joaquin

## Partnership Strategic Efforts: Greenhouse Gas Reduction Funding

Valley Rural Development Center would lead efforts, with support from other partners. Partnership Board would take lead in policy adjustment advocacy affecting the San Joaquin Valley.

3. **Who else is working on or interested in the priority?** California Coalition for Rural Housing, Northern California Community Loan Fund, Office of Community and Economic Development at Fresno State, San Joaquin Valley Rural Development Center, Community and Regional Planning Center at Fresno State, San Joaquin Valley Air Pollution Control District, Valley Metropolitan Planning Organizations, and Sigala, Inc.
4. **What will the Partnership actually do?** Provide support to build a coalition of technical assistance providers to assist SJV communities applying to GGRF programs. There are several programs within the GGRF, including 1) transportation and sustainable communities, 2) clean energy and energy efficiency, and 3) natural resource and waste diversion. By building the Coalition to include more San Joaquin Valley stakeholders, particularly environmental and advocacy groups, the Coalition intends to offer technical assistance for the AHSC and several other GGRF programs. As appropriate, the Partnership Board would take action to request policy changes needed in the GGRF to benefit San Joaquin Valley applicants.
5. **What resources, financial and administrative, are necessary to implement the Partnership's chosen level of engagement?** The California State Budget Act of 2015 (Chapter 31, Statutes of 2015) appropriated \$500,000 from the GGRF for a pilot technical assistance grant program for the AHSC program to maximize the funding of projects located in disadvantaged communities. With this appropriation, the expectation is third-party technical assistance providers will be engaged to offer assistance to eligible recipients. Partnership staff will research and apply for other funding dedicated to GGRF priorities as it becomes available.
6. **Who will be responsible for implementation, both from a standpoint of oversight and administration?** Partnership staff will work with other interested partnership in leading and coordinating the implementation of this effort.
7. **What are the most appropriate measurements of the Partnership's impact, progress, or success?** Metrics would include the following: number of SJV applicants, amount of GGRF for the San Joaquin Valley, and percentage of funding allocated to the SJV.

### Priorities

1. **Leveraging-** Through regional collaboration, assist applicants in the San Joaquin Valley identify and access outside funding to be used to leverage Green House Gas Reduction Funds.
2. **Advocacy-** Monitor GGRF policy to ensure that funding availability is accessible to potential SJV applicants. As appropriate, the Board should take action in requesting funding policy adjustments to create fair distribution of funds for the SJV.
3. **Technical Assistance and Education-** Provide technical assistance to rural communities that qualify for funding but lack the resources to apply and implement funding.



## **Partnership Strategic Efforts: Greenhouse Gas Reduction Funding**

The above recommended activities and program will likely take some time to organize and prepare. The staff members representing this issue will seek membership recommendations as to how to proceed in this effort.

### **Submitted by the Partnership staff representatives**

Michael Sigala, Sigala Inc

Danielle Bergstrom, City of Fresno

Jenna Chilingirian, Office of Community and Economic Development, Fresno State

## **Partnership Strategic Efforts: Higher Education**

### **Introduction**

At the California Partnership for the San Joaquin Valley (Partnership) Board meeting held in Bakersfield on Friday, Sept 18, 2015, Board members discussed the recommended strategic issue priorities suggested by the Partnership Executive Committee and staff. Higher education is the third top priority. Staff associated with higher education programs were asked to develop an action plan for addressing the priority.

The following constitutes recommendations by Central Valley Higher Education Consortium for higher education strategies in the Valley.

### **Background**

The Central Valley Higher Education Consortium is a sector of the Partnership under “Grow a diversified, globally competitive economy supported by a highly skilled workforce. CVHEC was written into the original six major initiatives for the inception in July 2010. Our missions align in advocating for Building and nurturing a college-going culture in which a higher percentage of Valley residents obtains associate and bachelor’s degrees.

- Enhancing cooperation between two-year and four-year institutions to increase the student transfer rate
- Establishing an effective policy voice and effective advocacy for higher education in the Central Valley
- Encouraging Valley higher education institutions to provide programs that meet the workforce preparation needs of Valley employers
- Supporting the effectiveness of member institutions through appropriate collaborative initiatives including professional development and data collection analysis

The Central Valley has great needs in employment, education, income level, and overall quality of life for its rapidly growing and increasingly diverse population. Educational attainment levels in the region fall significantly below the state’s average. CVHEC, with support from The Partnership is investing in education as part of a long-term solution to the problems of unemployment, poverty, crime, and lack of economic development. Together, our 26 higher education leaders are making a positive impact on the educational achievement of the region. This, in turn, will impact the economy and availability of skilled workers that are needed to grow the economy.

CVHEC is working with the Campaign for College Opportunity, Policy Link, and Ready Nation on the policy front. Our board has indicated a need and interest to become more active in advocacy/policy work and invites the Partnership to learn, share, and build an equity plan that is inclusive and helps more residents reach their full potential. We recently won a grant from the NEO Foundation to launch our first policy proposal which will be unveiled in spring 2015.

### **Partnership Involvement**

1. **Is the priority compatible with the Partnership’s Mission to “Connect, Collaborate, and Advocate?”** Yes.

## Partnership Strategic Efforts: Higher Education

2. **What is the appropriate level Partnership engagement? Should it lead, partner, or support the priority?** CVHEC should lead the efforts in higher education since the 26 CEOs of higher education make up our board and have the influence to make positive change. While leading, it will support the Partnership priority. With CVHEC as the lead, the Partnership will partner or support as needed on a case by case basis.
3. **Who else is working on or interested in the priority?** To encourage support, we have kept a liaison from our board engaged on the Partnership board: Chancellor Dorothy Leland, UC Merced, and Dr. Carole Goldsmith, CVHEC Board member and President, West Hills College, Coalinga. She is also our communications coordinator between the agencies on initiatives and special projects.
4. **What will the Partnership actually do?** The Partnership with CVHEC and the convening's with key stakeholders and influencers around economic development have led to leveraging of resources and collaborative efforts around aligning efforts. In the future, this work could be increasingly enhanced through the use of social media and other communication tools along with the past strategies. Our CVHEC-region community colleges are engaged with the workforce investment boards, business, and industry leaders to align programs that foster career attainment among our residents. Areas of focus with the Partnership have been and should continue to be around developing a career ready culture, reaching back to high school ROP programs to develop effort to align the resources of our community behind a shared economic strategy. With renewed national interest in manufacturing and career technical education (CTE), we have leveraged resources from a TAACT grant that facilitated curriculum changes in our college classrooms, more engagement among students, and better connections with employers. We have a wide open window to capitalize on our lessons learned from that grant that recently ended and bring to scale amazing results.
5. **What resources, financial and administrative, are necessary to implement the Partnership's chosen level of engagement? "Building Capacity" grants supported by the Partnership or fielded through the Partnership is advantageous to the continuum of efforts.**
6. **Who will be responsible for implementation, both from a standpoint of oversight and administration?** Partnership lead executive and staff should continue to coordinate on cross-cluster opportunities, develop workforce strategy, and accelerate R&D/technology, innovation and entrepreneurship, and greater access to capital. As far as oversight and implementation, the CVHEC Executive Director will be responsible for administration of special projects with support from extra mutual funding.
7. **What are the most appropriate measurements of the Partnership's impact, progress, or success?** Jobs, and access to programs serving workforce needs. Clear response to each, how this aligns or connects with SJVP and how CVHEC Group is addressing: Higher education and industry leaders have met and should continue to meet at least twice yearly, along with Partnership support to communicate with each other. The TAACT grant was a positive catalyst. Now, CVHEC colleges have implemented the grant and as far as next steps, there still is a need for more job

## Partnership Strategic Efforts: Higher Education

placement, resource allocation and more aligned programs building on the TAACT success. Last year (fall) CVHEC and the C6 group hosted a gathering and participants left with a plan and ideas for implementing significant workforce training and streamlined vocational programs. This should continue. Data collected by Institute for Higher Education Leadership & Policy (IHELP), determined how students impacted from the intervention had increased classroom engagement leading to connectivity to business and industry. The Partnership should review the model and continue to work with CVHEC leaders, colleges, and college faculty and bringing that model to scale.

### Priorities

1. Engage in Complete College America that is designed to increase college completion and reduce remediation. While it is more geared towards the traditional college class, we are looking at using block schedules and co-requisite remediation for career technical students as well. We are reviewing the success of the TAACT grant and the backwards design and other work with CTE faculty and will be having a state convergence in the Spring with CCA hosted at West Hills College Coalinga.
2. Develop policy reform regarding Foster Care/Transitional Youth and college completion.
3. Work collectively on CVGOAL 2025. We are gearing up to set a college going goal for the Central Valley and work with partners in all four sectors to identify best practices to bring to scale and encourage leveraging of resources and talent. Higher Education, K-12, Non Profit, Business for profit.
4. Work with the Partnership Board on education advocacy, co-authoring position papers, supporting a college going culture, CTE programs and engaging businesses in hiring our graduates. In the future, establish priorities in the future and work collectively in establishing those goals.

Submitted by the Partnership staff representatives

Dr. Carole Goldsmith  
President, West Hills College, Coalinga  
On behalf of Central Valley Higher Education Consortium

## Partnership Strategic Efforts: San Joaquin Rail Service

### Introduction

At the California Partnership for the San Joaquin Valley (Partnership) Board meeting held in Bakersfield on Friday, Sept 18, 2015, Board members discussed the recommended strategic issue priorities suggested by the Partnership Executive Committee and staff. Valley Rail Service is the fourth top priority. While high-speed rail is moving forward with a defined program at the state level through the California High-Speed Rail Authority, there is a great opportunity for the Partnership to have significant influence in regards the upgrade and expansion of the existing San Joaquin Rail Service, which is funded by the State and operated by Amtrak. There is also opportunity to grow ridership for the existing service through outreach activities.

The San Joaquin Rail Service, which runs from Bakersfield to Oakland and Sacramento, is currently the fifth busiest intercity rail line in the nation with more than 1.2 million passengers annually. Currently, there are 6 daily round trips. A 7th daily round trip will be added shortly (expected April 2016). Additionally, the service includes numerous thruway buses that provide connecting service throughout California and to Las Vegas.

In July 2015, management of the San Joaquin Rail Service was transferred from Caltrans to San Joaquin Joint Powers Authority (SJJPA). SJJPA has developed a \$1.5 billion, 10-year San Joaquin Rail Service Improvement Program to upgrade and expand intercity service within the San Joaquin Valley and to the Bay Area and Sacramento. An improved San Joaquin Rail Service complements and will provide critical “feeder” service to the State’s future high-speed rail service. Achieving full implementation of this program in the 10-year timeframe would be greatly assisted by a focused effort by supporters in the San Joaquin Valley in terms of advocating for funding and moving projects through the planning and implementation process.

Along with the San Joaquin Rail Service Improvement Program, a new Marketing and Outreach Program is being launched to support the existing service and the improvement program. Both programs are briefly described below.

### San Joaquin Rail Service Improvement Program

SJJPA is currently pursuing an aggressive improvement program to upgrade and expand the San Joaquin Rail Service that will result in additional daily round trips (including market-driven, mid-corridor trips), new stations, reduced travel times, and safety improvements.

Specific elements of the Improvement Program include:

1. Infrastructure upgrades to allow for implementation of 6<sup>th</sup>- 11<sup>th</sup> Daily Round Trips to the Bay Area = \$200 million
2. Infrastructure upgrades to allow expanded service to Sacramento = \$680 million
3. Layover facilities in Merced and Fresno for Mid-Corridor Starts/Ends = \$30 million
4. Safety Improvements (Grade Separations/Crossing Improvements/Road Closures) = \$100 million
5. Martinez - Oakland Coliseum Track Improvements = \$190 million
6. New Stations = \$120 million
7. New Equipment = \$180 million

## Partnership Strategic Efforts: San Joaquin Rail Service

### San Joaquin Rail Marketing and Outreach Program

SJJPA is taking a grassroots approach to marketing and outreach. The SJJPA is contracting with local outreach representatives for marketing and outreach services in areas where they have strong community ties. This approach was first outlined in the SJJPA's 2015 Business Plan and in more detail in the recently adopted SJJPA's Marketing and Outreach Plan. This approach was adopted as being more direct and more cost effective than traditional advertising.

SJJPA Member Agencies, local and regional agencies, visitor bureaus, business organizations, social services providers and non-profit groups involved in transportation, environmental or livability issues will be enlisted by the local outreach representatives hired to support the distribution of information and generate support for the San Joaquin service. These local groups will help highlight the mobility options available and planning processes under way aimed at creating better connections to work, family, and attractions.

### **The Question**

What roles should the Partnership take to help facilitate the San Joaquin Rail Service Improvement Program and the Marketing and Outreach Program described above?

It is recommended that Partnership's role in supporting the implementation of the SJJPA's 10-Year Improvement Program are twofold: 1) Support funding efforts in conjunction with SJJPA staff with a focus on high-priority grant opportunities; and 2) Leverage the networks of the Partnership and its members to increase and strengthen overall support for the Improvement Program.

It is also recommended that the Partnership support the SJJPA on its marketing and outreach efforts. The goals of this collaboration will be to build general support for the San Joaquin Rail Service and to promote increased ridership on the system.

### **Proposed Focused Effort**

#### **A. San Joaquin Rail Service Improvement Program**

- 1.** Support SJJPA's efforts to obtain grant funding for the Improvement Program. Grants will be the primary sources of new funding. SJJPA staff will lead in applying for grants for the Improvement Program. Primary contributions of Partnership members include letters of support and outreach to high-level contacts in support of grant applications.
  - **Initial Action - Support the SJJPA's application to the California Department of Transportation for a 2016 Transit and Intercity Rail Capitol Program (TIRCP) grant.** The TIRCP is funded by action proceeds from the California Air Resource Board's Cap-and-Trade Program. This grant program is of the highest priority as it can provide very significant levels of funding.
  - **Initial Action - Support the SJJPA's application to the Strategic Growth Council for a 2016 Affordable Housing and Sustainable Communities (AHSC) grant.**

## **Partnership Strategic Efforts: San Joaquin Rail Service**

AHSC is another grant program funded by the California Air Resource Board's Cap-and-Trade Program. While the program focuses primarily on housing and infill development, a portion of the fund is for transportation projects.

2. Help raise awareness of and support for the Improvement Program by helping to distribute information to e-mail networks, highlighting the priority in Partnership media and at its events, and providing editorial comment.

### **B. San Joaquin Rail Marketing and Outreach Program**

Support SJJPA's San Joaquin Rail Marketing and Outreach Program by assisting in the distribution of information about events and other messaging efforts. Work with SJJPA's local outreach representatives to encourage the participation of community stakeholders in outreach events that will highlight the San Joaquin Rail Service.

### **Level of Partnership Engagement and Measuring Success**

The level of engagement of the Partnership is one of support at key times. The SJJPA will lead, oversee and administer the overall effort and notify the Partnership when their assistance is most needed. With the exception of some time from staff and members, no direct financial resources will be required. Efforts to support the SJJPA grant applications and marketing and outreach programs will likely be the most time consuming activity in term of letters, making calls, and potentially attending some meetings. The main measures of success will be the level of funding obtained for the Improvement Program, and whether the marketing and outreach efforts result in increased ridership and awareness about the San Joaquin Rail Service.

### **Submitted by Partnership representative:**

Dan Leavitt  
San Joaquin Joint Powers Authority /San Joaquin Regional Rail Commission

## **Partnership Strategic Efforts: San Joaquin Valley Regional Industry Clusters Initiative**

In August 2011, the Office of Community and Economic Development (OCED) and California State University, Fresno received an Economic Adjustment grant from the U.S. Economic Development Administration (EDA), U.S. Department of Commerce, to prepare a Valley-wide industry cluster analysis and a regional strategy-Cluster Action Plan to catalyze the growth of priority clusters. (San Joaquin Valley Regional Industry Cluster Analysis and Action Plan)

The Regional Industry Clusters Initiative (RICI) was the primary recommendation of the analysis of the San Joaquin Valley (Valley) industry clusters. RICI is directed by OCED, on behalf of the California Partnership for the San Joaquin Valley (Partnership). The goal of the project is to support improved regional economic performance, sustainability, and shared opportunity for Valley residents, businesses and communities. RICI officially started on February 2013, with team members engaging champions for the five identified Clusters: Agriculture, Clean Energy, Health and Wellness, Manufacturing, and Water Technology.

The Partnership Board of Directors met in Bakersfield on Sept 18, 2015, to discuss and choose the organization's critical priorities for the next two to three years. RICI was among the major priority areas proposed for consideration by the executive committee. Following lengthy discussion of each priority, the Partnership Board reached agreement that water; cap and trade, higher education, Valley rail service, RICI and broadband will be the Partnership priorities over the next few years.

### **1. Is the priority compatible with the Partnership's Mission to "Connect, Collaborate and Advocate"**

The Clusters that were identified are geographically concentrated in the San Joaquin Valley, and make use of related buyers, suppliers, infrastructure and workforce. By identifying industry clusters, business recruitment, attraction and development efforts will be able to focus on companies that complement existing businesses. The clusters represent firms and industries that are interdependent and characterized by the buyer-supplier relationship as well as shared labor pool and institutions (e.g., workforce boards, research parks, etc.). The Partnership mission is to connect, collaborate and advocate, which is aligned with what the clusters do in each of their respected sectors.

### **2. What is the appropriate level Partnership engagement? Should it lead, partner or support the priority?**

The Partnership will lead this effort. OCED, the Partnership Secretariat, will administer the initiative and coordinate with regional industries and service providers, including workforce and economic development entities.

### **3. Who else is working on or interested in the priority?**

Our partners in the priorities for the RICI include the Central Regional Consortium (Community Colleges), California Central Valley Economic Development Corporation, International Center for Water Technology at Fresno State, Central California Workforce Collaborative, and Fresno Business Council. We also work closely with state and federal agencies through our work with the three regional iHubs and through Central Valley AgPLUS, the federal designation Investing in Manufacturing Communities Partnership (IMCP).



## **Partnership Strategic Efforts: San Joaquin Valley Regional Industry Clusters Initiative**

### **4. What will the Partnership actually do?**

Given the Partnership's mission and role, the ways in which it can best assist in advancing an agenda for regional prosperity include:

Network- Help connect the many efforts across the region that are cluster-based or support the clusters (cluster foundations such as infrastructure - including broadband, sustainable communities, financing, environmental quality, and education and workforce).

Convene- Play a convening role for the bigger valley-wide issues that are not being addressed in other forums, to drive the agenda for the growth and vitality of the clusters.

Integrate- Provide synergy across the region, helping to knit together the clusters, the issues and the initiatives to pursue shared priorities.

Advocate- Promote and advocate regarding cluster priorities on behalf of the Valley, including the removal of barriers, elevation of regional issues and opportunities, resource needs, and networking with partners and investors outside of the region.

Catalyze- Be a catalyst for collaboration and the diffusion of innovation, such as through the elevation of models.

### **5. What resources, financial and administrative, are necessary to implement the Partnership's chosen level of engagement?**

OCED will fund the collaboration of this initiative through state, federal and foundation grants. OCED has received grants from the James Irvine Foundation, EDA and USDA to move this effort forward.

### **6. Who will be responsible for implementation, both from a standpoint of oversight and administration?**

OCED has been responsible for the implementation of RICl for the last four years on behalf of the California Partnership for the San Joaquin Valley (Partnership).

### **7. What are the most appropriate measurements of the Partnership's impact, progress or success?**

The most appropriate form of measurement for the Partnership's impact will be through reviewing the metrics of the data we collect on: the number of participating businesses, number of attendees at RICl events, number of manufacturing jobs, number of graduates in CTE (high School, Community College and University), and federal, state and private investment.

### **8. What Was Accomplished?**

- The Manufacturing Cluster co-partnered on the 3rd Annual University Center to Advance Manufacturing Conference in October 2013.
- International Center for Water Technology held a Water Cluster Conference in May 2014.
- In 2015 the Manufacturing Cluster grew its membership by 150% and hosted a Summit that took place on May 7<sup>th</sup> 2015 at the Fresno Convention Center. There were 40 vendors and 400 attendees that represented each of the counties in the San Joaquin Valley.

## Partnership Strategic Efforts: San Joaquin Valley Regional Industry Clusters Initiative

- The Clean Energy Cluster hosted its on-site Energy Generation and Sustainability Conference in February 2014. Event sponsorship raised more than \$17,000 which was designated for four scholarships to outstanding Valley high school students who have shown interest in pursuing a career in clean energy and alternative fuels.
- The Clean Energy Cluster hosted an event on June 2 2015 alongside the Sustainable Energies Roadmap. The workshop was entitled “Tools and Solutions to Help Valley Jurisdictions Deal with Energy and Water Challenges.”
- The Health and Wellness Cluster Advisory Committee is partnering with the California Health Care Foundation (CHCF) on a project which is working to connect state health data published on the portal, paired with other useful sources, with communities in a tangible and relevant way. This pilot project is a five-month initiative that will be working with three communities throughout the state of California, and Fresno is one of the pilot cities.

### Central Valley AgPLUS

As a result of work already demonstrated through RICl, the San Joaquin Valley, in partnership with Northern California, Sacramento region, and Central Sierra region, is designated by 11 federal agencies as an Investing in Manufacturing Community Partnership (IMCP) focused on Food and Beverage Manufacturing. The partnership region is Central Valley AgPLUS (AgPLUS). The AgPLUS objective is to advance the region’s agriculture-related manufacturing economy by transforming raw goods into value-added products, while aligning effectively with activities currently in progress. Benefits of the IMCP designation include investment from the federal government of funding, resources and technical assistance.

The AgPLUS mission is to foster the growth and creation of food and beverage businesses and middle-skills manufacturing jobs in the Central Valley. The AgPLUS Implementation Strategy builds upon the Central Valley’s unique asset base, committed partnerships and networks to: capture more value-added cluster manufacturing and supply chain activity within the region. Additionally, AgPLUS aims to provide the workforce with needed skills through successful career pathways models, and to accelerate the development and adoption of innovative technologies in the Central Valley.

### Priorities

- 1 Central Valley AgPLUS: Work with partners to meet the goal and objects of the six Pillars to create a collaborative approach to providing resources for Food and Beverage Manufacturers.
- 2 Manufacturing Summit: Conduct an annual summit to bring together manufacturers and service providers throughout the Valley highlighting best practices and showcasing new products and services to assist manufacturers with their needs in building a more robust manufacturing industry in the Central Valley.
- 3 Energy Cluster: Coordinate cross-cluster opportunities with other RICl clusters; develop workforce strategy; and to accelerate R&D/technology, innovation, entrepreneurship, and access to capital for cluster partners. Provide scholarship opportunities to students from rural communities that are looking to pursue careers in Clean Energy.

## **Partnership Strategic Efforts: San Joaquin Valley Regional Industry Clusters Initiative**

- 4 Health and Wellness Cluster: Work collaboratively with the Clusters lead agencies, coordinators, and partners in the aims of restoring the delivery of and equitable access to preventive and curative health care in the San Joaquin Valley.
- 5 Agriculture Cluster: Strengthen and grow the Food Processing/Agriculture Industry in the Fresno region through: workforce development, and marketing local products. Build a strong network between local growers and producers with school districts to build up the “farm to fork” project in rural communities.
- 6 Water Cluster: Inclusion of all stakeholders to determine appropriate long-term use and allocation of water in the Central Valley. Bring attention and focus on extended education in water technology, laboratory and field research, and policy development for water and water conservation.

## Partnership Strategic Efforts: San Joaquin Valley Broadband

### Introduction

The California Partnership for the San Joaquin Valley's (Partnership) vision seeks "*a prosperous economy, quality environment, and social equity throughout the San Joaquin Valley.*" Broadband offers a platform to achieve this vision. Rural and agricultural areas of the San Joaquin Valley have a high need and will benefit from improved broadband access. Broadband also serves as the nexus between rural and urban areas. The San Joaquin Valley relies on the agriculture of rural communities to feed the nation. These communities need the same quality access to broadband in order to keep the region's agricultural industry strong.

### Background

The lack of high-speed broadband infrastructure throughout the San Joaquin Valley, particularly in rural agricultural communities, is an underlying cause of the digital divide. It is a constraint on agriculture's adoption of chip-oriented agriculture technology utilizing data analytics to adapt to ongoing drought impacts. It is also a constraint on economic development throughout the San Joaquin Valley and more efficient and equitable delivery of social services, health care, workforce training, distance learning and digital literacy.

Once additional broadband infrastructure has been installed and greater accessibility established in the San Joaquin Valley, advocacy and digital literacy efforts must be at the heart of broadband adoption initiatives. Having access to broadband is not enough. To fully maximize broadband regional potential, the most unserved and underserved communities, both rural and urban, in the San Joaquin Valley must be targeted with adoption efforts. In preparing the future workforce, regional anchor institutions must also embrace adoption efforts. Similarly, regional entrepreneurs and small businesses must be integrated into broadband adoption efforts to facilitate the modernization of their operations and increase their economic competitiveness.

In addition, the San Joaquin Valley has an opportunity to leverage new resources associated with FirstNet and Public Safety. FirstNet was created as a lesson learned from 9/11 when New York City police and fire public safety personnel could not communicate with each other in the World Trade Center towers because of incompatible radio frequencies. FirstNet aims to create a nationwide communication system where *all* public safety first responders can communicate with voice, digital and visual on a single interoperable platform. 20 MHz of bandwidth has been dedicated to public safety in the 700 MHz frequency range. An initial \$7 billion is authorized for an RFP in December 2015 (expected) for 2016 applications. Funding comes from FCC spectrum auctions through 2022.

### Partnership Involvement

#### 1. Is the priority compatible with the Partnership's Mission to "Connect, Collaborate and Advocate"?

All broadband priorities are compatible with the Partnership's Mission.

## Partnership Strategic Efforts: San Joaquin Valley Broadband

*Connect:* increase high speed internet access and adoption by unserved and underserved communities, businesses, healthcare and social service providers, emergency response agencies, Ag industry and anchor institutions.

*Collaborate:* engage community stakeholders through San Joaquin Valley Regional Broadband Consortium quarterly meetings, focus groups and community conversations to create community technology plans that outline specific recommendations for increasing broadband access in unserved and underserved communities.

*Advocate:* support broadband initiatives that have a positive impact and help close the regions digital divide by engaging, informing and empowering unserved and underserved communities.

### **2. What is the appropriate level Partnership engagement? Should it lead, partner or support the priority?**

The Partnership will play a leadership role through its initiative San Joaquin Valley Regional Broadband Consortium (Consortium). Members of the Consortium include well over 130 collaborative partner agencies and stakeholders from throughout the Valley.

### **3. Who else is working on or interested in the priority?**

Several partner organizations and community stakeholders have been working the Consortium to close the region's digital divide. Among those partners is: CETF, USDA Rural Development (Robert Tse), Everyone On, Radio Bilingue, and West Hills Community College, all of which are represented in the Consortium.

### **4. What will the Partnership actually do?**

The Consortium is administered by the Partnership, facilitating meetings and supporting all advocacy work. The administration of the Consortium includes quarterly meetings of regional broadband stakeholders, supporting recommendations for new infrastructure, adoption, and policies that have positive impact on closing the regions digital divide. Example: AgTech Pilot projects, Wireless Mesh Network projects. During the past couple of years, the Partnership has provided letters of support in favor of and against broadband policies that impact the San Joaquin Valley. With Partnership support, partner agencies such as CETF and USDA Rural Development can advocate for state and federal change.

### **5. What resources, financial and administrative, are necessary to implement the Partnership's chosen level of engagement?**

The Partnership role as the Consortium is funded by grants from California Public Utilities Commission (CPUC) and James Irvine Foundation. CPUC grant funding is scheduled to expire at the end of 2015; however, Partnership staff is in the process of submitting a proposal for three-year funding under CPUC for continuing Consortium work.

### **6. Who will be responsible for implementation, both from a standpoint of oversight and administration?**

## **Partnership Strategic Efforts: San Joaquin Valley Broadband**

As the Secretariat of the Partnership, the Office of Community and Economic Development at Fresno State (OCED) will continue to provide administrative duties and responsibilities in carrying out the tasks of the San Joaquin Valley Regional Broadband Consortium. Information on the progress and success of the San Joaquin Valley Regional Broadband Consortium will be provided to the Partnership through monthly updates, quarterly board packets and the Partnership Annual Report.

### **7. What are the most appropriate measurements of the Partnership's impact, progress or success?**

- Number of documented collaborations and facilitated partnerships between Consortium members and public/private partners.
- Number of first time residents who have subscribed to internet service.
- Number of new access points in unserved or underserved communities via public or private partnerships.
- Increase of broadband infrastructure including new cell towers or fiber lines.
- Number of residents provided digital literacy
- Number of computer hardware provided to unserved and underserved communities
- Number of new broadband projects or initiatives for which the Consortium has provided support.

### **Priorities**

1. Access/Adoption – Promote accessibility and adoption of broadband in the region's unserved and underserved communities.
2. Public Infrastructure – Expedite the provision of broadband public infrastructure to unserved and underserved communities in the San Joaquin Valley.
3. Agricultural Technologies (AgTech) – Promote adoption, expansion and replication of successful model programs to increase broadband access and bridge the digital divide in the region's agricultural industry.
4. Telemedicine/Telehealth – Accelerate deployment of additional broadband infrastructure within the health care industry to provide medical services to a greater number of unserved and underserved communities.
5. Regional Consortia Networking – Collaborate with neighboring regional broadband consortia to ensure the development of cohesive intra-regional broadband strategies.
6. FirstNet– Collaborate with OES to ensure that the San Joaquin Valley is informed of and included in the state's FirstNet strategy.

### **Submitted by Partnership staff representatives**

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