



INFRASTRUCTURE ACTION TEAM CHARTER

General Charge

Summit Action Teams play a key role in developing a roadmap for promoting triple-bottom-line prosperity in California. Action Teams are chartered to address key priorities that regions across the state have identified as critical to creating jobs and promoting competitiveness in California. Action Teams work to advance specific priorities in the context of promoting:

- **Triple-bottom-line prosperity.** A triple-bottom-line approach involves simultaneously advancing economic, social and environmental progress.
- **Global connectivity.** In today's global economy, California's competitiveness depends on greater connectivity to global markets.
- **Regional alignment.** Action Teams are chartered with developing a consensus agenda around priorities that are widely shared among regions.

Problem & Goal Statements

The Infrastructure Action Team is charged with refining the problem and goal statements based on input from the Regional Forums and from last year's Infrastructure Action Team. The Team is also charged with developing steps to implement those goals, building upon the 2012 Summit Action Plan as appropriate.

Problem

- California faces a ten-year, \$765 billion public infrastructure deficit on a range of critical elements including transportation, water supply, education facilities and natural resources. Equally important to the state's economic health are energy and telecommunications networks. Our governance structures do not have a coordinated institutional approach to plan and finance priority public infrastructure investment.
- California's water and transportation infrastructure in particular are not equipped to meet the needs of our growing population and economy.
- Broadband infrastructure does not adequately support the needs of the state's regional economies.

Goal

- Identify the elements of an integrated public infrastructure plan for a 21st Century economy that will advance the goals of economic sustainability, environmental protection and community equity.
- Build public understanding of the true costs and benefits of infrastructure investment.
- Identify new technologies, financing tools and procurement practices that will accelerate project development, support job creation and attain environmental goals.
- Identify a comprehensive financing model for local, regional and state governments that will adequately finance priority infrastructure.
- Identify gaps in individual infrastructure programs- water and transport in particular - in order to implement a comprehensive planning and finance approach.

Action Team Parameters

Any state infrastructure plan needs to respond to the priorities of the regions of California, all of which have identified infrastructure as a priority. With the state's \$765-billion infrastructure deficit, new tools and greater accountability must be part of infrastructure planning for California.

Substantial planning is underway on elements of a state infrastructure plan. Even if the best possible plans are developed for each area of infrastructure need – i.e. transportation and water – California will need a coordinated, if not integrated, approach for assigning responsibilities and financing projects that are responsive to regional needs.

Partners in the Economic Summit have a significant opportunity to articulate how the State could develop a smart and integrated investment strategy for built and natural-resource systems, and to build public understanding and support for that investment.

Building on the work of the 2012 Infrastructure Action Team and other efforts, the following list of issues may be considered and refined as a charter for the Action Team to develop specific proposals for consideration at the Economic Summit.

- 1. Find new ways to pay for infrastructure investment.** The State's traditional method of financing public facilities — with voter-approved bonds repaid by existing tax revenues — is putting too much pressure on the state budget and cannot provide enough funds to meet priority needs. In addition, local governments have recently lost property-tax-increment funding and some tax credits to finance local infrastructure and related economic development efforts. The Action Team should consider all of the options for 1) *Public funding*, including dedicating state, regional and local revenues (e.g. growth or dedicated taxes) to infrastructure investments; and, 2) *Private financing*, including strengthening the Infrastructure Bank and facilitating the use of private capital invested in public infrastructure. Building off of existing work to identify new ways to pay for infrastructure investment, the Team should offer recommendations about the most appropriate funding and financing mechanisms for each of the infrastructure sectors. Consider a state center of excellence made up of private-sector volunteers to provide technical expertise in implementing new forms of infrastructure investment at low risk to the state.
- 2. Assign responsibility and integrate efforts.** Since infrastructure investment is a shared responsibility among governments, clarity on the role and authority, particularly financing authority, is essential in meeting the state's infrastructure needs. The Action Team should identify ways to clarify the roles and authorities among local, regional and state entities. The Action Team also should explore ways to integrate investments to simultaneously advance the state's goals of economic sustainability, environmental protection, and community equity.
- 3. Focus on Results.** The Action Team should articulate a model for an investment strategy that assesses and identifies priorities and is guided by desired results. To implement such a plan, the State will need metrics that align policy and management decisions, while enabling accountability to the public. In addition, adopting new technology and other innovations will help ensure efficient expenditure of infrastructure funding.

Composition

Action Team Leads

Action Teams will generally be led by one regional leader and one subject-matter expert involved in ongoing advocacy for the issue. Action Teams may elect to establish specific Working Groups with their

own leaders. The Action Team may elect to establish Working Groups with their own leaders if it is determined that focus on a specific type of infrastructure, e.g. transportation, water, broadband, energy, etc. is needed.

Action Team Members

Action Team members will be drawn from the regions, the Advisory Committee and subject-matter experts. Care will be taken to ensure balance and diversity of perspective, input from all regions for which the issue is a priority, and a commitment to positive action. Diversity should include age, racial and ethnic background, as well as geography. The focus is to develop consensus in high-priority areas and advance shared goals through linkages with existing advocacy organizations and efforts.

Action Team Expectations & Work Plan

Action Team Lead Responsibilities

- Be committed to the triple bottom line as a guiding principle
- Recruit Action Team members reflecting geographic balance and diversity of perspective
- Convene and lead at least three Action Team conference calls between August and September to develop the Action Plan and concrete implementation steps
- Finalize Action Plan with the support of the Summit Management Team
- Lead session at the November Economic Summit aimed at enlisting support from Summit attendees
- Lead implementation of Action Plan in partnership with advocacy organizations
- Report on Action Team progress for caeconomy.org Progress Tracker at least quarterly and whenever there is significant news
- Work with Summit Management Team to provide recommendations on go-forward strategy for 2014 Regional Forums and Summit

Action Team Member Responsibilities

- Be committed to the triple bottom line as a guiding principle
- Support development of Action Plan and participate in at least three conference calls between August and September
- Attend Economic Summit in November
- Support implementation of Action Plan in partnership with advocacy organizations

Schedule

Action Teams are charged with developing an Action Plan with concrete implementation steps in advance of the November 7-8 California Economic Summit.

Key Milestones	
June 27, 2013	Action Teams Chartered Steering Committee charts Action Teams and recommends initial Action Team leads representing regional leaders as well as leaders with statewide subject-matter expertise
July, 2013	Action Team Members Recruited Action Team members recruited and briefed
August – September, 2013	Action Plans Developed With the support of the Summit Management Team, Action Teams hold a minimum of three conference calls to develop their Action Plan and concrete implementation steps
October 1, 2013	Action Plans Finalized Action Plans finalized and submitted to Summit Management Team to be integrated into Policy Playbook for the 2013 Summit
November 7-8, 2013	California Economic Summit

January 15, 2014	Action Team members participate at the Summit and lead session on implementation of Action Plan, enlisting support from Summit attendees Presentation of 2013 Summit Action Plan Sacramento meetings/event to present 2013 Summit Action Plan to the Administration and Legislature
January - March 2014	Advocacy Coordination Action Teams monitor legislative proposals, advocate/partner with advocacy organizations, and update Progress Tracker on caeconomy.org
April - June 2014	2014 Regional Forums Action Teams inform 2014 Regional Forums, to take place in April and May; Action Team leads work with Summit Management Team to recommend go-forward strategy for their Action Team

Action Plan Elements

(See last year's Action Plan [here](#).)

- I. **Problem & Goal Statements** (1 paragraph each)
The problem and goal statements briefly summarize the key problem that the initiative aims to address as well as the goal of the initiative. Action Teams can draw from regional input on problem and goal statements for each of the categories identified as top priorities.
- II. **Measurable Objectives & Actions to Achieve Goal and Objectives** (2-3 pages)
Identify specific objectives as well as necessary actions to achieve the over-arching goals of the initiative. Objectives should be SMART: specific, measurable, attainable, realistic, and timely, or grounded within a specific time frame. Develop triple-bottom-line metrics for economic, social, and environmental progress, which will be used to measure success, and define the outcomes that mean success.
- III. **Implementation Requirements**
Identify specific next steps to take the plan into implementation.
- IV. **Concrete Implementation Steps for Summit Participants**
Action Teams provide concrete implementation steps for the Policy Playbook that will be developed for more than 500 Summit attendees from around California who will discuss, amend, endorse or expand recommendations and commit to identify those steps they will take on individually.

After the Summit

Action Plans for Implementation

Action Plans will be developed from the recommendations at the Summit and aggregated into an Action Plan that will be presented to elected leaders in Sacramento in January 2014.

Partner for Impact

Interested members of Action Teams will be asked to continue work on implementation through partnering with advocacy organizations on specific administrative, legislative or other actions that can be taken to implement the initiative.

Update 2014 Regional Forums

Action Teams will be asked to provide updates immediately prior to 2014 Regional Forums to inform discussions in 16 regions in April-June that will address new priorities on the issue for consideration in 2014.

2014 Summit Steering Committee

The 2014 Summit Steering Committee will review regional input to determine what Action Teams will be rechartered or what new Action Teams will be created for the 2014 Summit.