

Clean Energy Sector Strategy: Sacramento Region
12-Month Tactical Plan
May 20, 2011

Opportunity Areas

Regional leaders want to support growth in the number of companies and jobs across all areas of the green economy, paying close attention to the segments of the industry cluster that represent existing strengths for the region and take advantage of our unique assets. The Sacramento region will emphasize goals and strategies that focus on establishments with primary business activities that provide products or related services (e.g. research and development, management/compliance, installation/maintenance, advocacy/awareness, etc.) focused on producing clean energy, conserving the use of energy, or creating more efficient vehicles and buildings. The cluster can be broken down into four main categories:

- **Clean Energy:** renewable energy generation (solar, wind, geothermal, biomass, hydro, co-generation, hydrogen, marine/tidal, etc.), storage (batteries, fuel cells, components, etc.), and infrastructure (equipment, transmission, devices, etc.)
- **Energy Efficiency:** energy efficiency products/machinery, solutions (software, measuring devices, etc.), and design/consulting
- **Clean Transportation:** alternative fuels (biodiesel, hydrogen, ethanol, etc.), vehicles (electric, hybrid, natural gas, diesel, etc.), and equipment/components
- **Green Building:** sustainable and energy efficient building design, construction, and development

Six Regional Action Areas

In order to achieve the region's vision of becoming a leading hub for the clean energy technology industry cluster there are six action areas that will need the attention and commitment from a broad coalition of organizations, companies and educational institutions. In this plan each of these action areas are linked to strategies, action steps, performance metrics, responsible parties, implementation timeframes and resources.

Purpose and Tasks

This 12 month tactical plan outlines the primary activities from each of the six action areas that will be completed in 2011-2012 to support the strategy's overall economic development goals. As a first step, each partner will participate in a one on one interview to assess the resources and support needed for execution. Additionally, a portion of each monthly Green Capital Alliance Steering Committee meeting will be used to communicate project status and identify opportunities for further collaboration.

In early June, Valley Vision will host an event where partners can come together and share their progress on each strategy, make connections with other organizations and identify needs for additional resources and fundraising.

Action Area #1: Green Technology Market Creation

Grow the residential and commercial customer base for the region's Clean Energy Technology cluster products and services.

Strategy	Action Steps	Performance Metrics	Champions	Status & Resources
A Develop new financing tools to enable more customers to purchase green building and renewable energy products and services	<ol style="list-style-type: none"> 1. Convene a "bank summit" with regional and national bank representatives and county treasurers to create new financing tools for local green project. 2. Partner with Energy Upgrade California to link consumers with financing tools 	<ol style="list-style-type: none"> 1. Host summit, & develop additional financial tools 2. # of regional participants in EUC program 	<p>Valley Vision & GCA partners, SMUD, Greenwise</p> <p>CEC—Energy Upgrade CA</p>	<p><i>Status</i></p> <ul style="list-style-type: none"> • These activities align with components of GCA's 2011 work plan • The Energy Upgrade CA website will serve as a clearinghouse for information about financing tools <p><i>Resources</i></p> <ul style="list-style-type: none"> • Funding to support the work is partially secured.
B Develop a Regional Governmental Clean Tech Master Plan (RGCTMP) to adopt incentives that demonstrate local government commitment to supporting a clean tech cluster. These could include: buy-local procurement policies; RFP notification processes; local hiring agreements; business license fee waivers for clean tech companies; creation of clean tech enterprise zones; incentives for "greening" private buildings; and/or linking redevelopment activities to clean tech business support opportunities	<ol style="list-style-type: none"> 1. Make sure all local elected officials understand the importance of the clean tech economy through distribution of the 5-Year Clean Energy Progress Report. 2. Identify incentives/programs that are the best fit choices for the Sacramento region 		GCA, Metro Chamber	<p><i>Status</i></p> <ul style="list-style-type: none"> • 5 Year Progress Report has been printed, and was mailed in January, 2011 <p><i>Resources</i></p> <ul style="list-style-type: none"> • SETA's Clean Energy Workforce Training Program could be used to leverage this strategy
C Facilitate the broad adoption of electric vehicles in the region's marketplace	<ol style="list-style-type: none"> 1. Get engaged in statewide strategic planning efforts focused on EV's (through EV Collaborative based in Davis) 2. Work with business organizations and local government to address infrastructure requirements 3. Identify and address necessary policy changes at the local government level 	<p>Creation of a CA standard for plug-in vehicles</p> <p>Local/regional plan for EV capacity</p> <p># buildings with EV capacity</p> <p># workers trained</p>	<p>SMUD, GCA, SMQAMD, Metro Chamber, SARTA, GE, Car manufacturers, SETA, Los Rios, Sacramento State Smart Grid Center</p>	<p><i>Status</i></p> <ul style="list-style-type: none"> • GCA hosted an exploratory meeting on 1/24 to discuss a financing & infrastructure model including representation from electeds and an EV Collaborative member (EVC released a statewide strategic plan in Dec. 2010). • Sacramento State will be an EV demonstration site with 30 charging stations and 4 PHEVs in the fleet <p><i>Resources</i></p> <ul style="list-style-type: none"> • SARTA can participate in exploratory meetings and discussions. With additional 2011 funds, SARTA could undertake more deliverables

					<ul style="list-style-type: none"> \$227,000 CEWTP funds awarded to SETA and American River College to train workforce in Clean Diesel, Hybrid, and Electric Vehicle technology
D	Educate the region's consumers about clean technology products and services that they can support in their own homes/offices	<ol style="list-style-type: none"> 1. Work with utility programs and Energy Upgrade California to raise consumer awareness of products and services 2. Identify messaging that works for the Sacramento region target audiences 	All local utilities agree on an effective marketing formula	PG&E, SMUD, Roseville Electric, Energy Upgrade California, Valley Vision, Sacramento State Smart Grid Center	<p><i>Status</i></p> <ul style="list-style-type: none"> • Work is beginning in Q1 2011 through Valley Vision's involvement in Energy Upgrade California • Smart Grid Center will provide public education around emerging smart grid technologies and associated health impacts <p><i>Resources</i></p> <ul style="list-style-type: none"> • Valley Vision received funding through the CEC to conduct EUC program outreach
E	Give local companies support with exporting their clean tech products	<ol style="list-style-type: none"> 1. Link to International Trading Partner Series—track for clean tech 2. Identify needs and create capacity to support requests 	# companies, # products	Norcal WTC, Congressional reps (Matsui)	<p><i>Status</i></p> <ul style="list-style-type: none"> • US Dept of Commerce is conducting a trade mission to Israel and Jordan in Feb 2011; Clean Tech and Healthcare are focus areas

Action Area #2: Marketing regional green technology business climate

Enhance the internal and external image of the Sacramento Region as a hub for Clean Energy Technology cluster activities.

Strategy	Action Steps	Performance Metrics	Champions	Status & Resources
A Create a detailed marketing position statement that establishes the region as having the best resources and robust marketplace, and execute a more extensive marketing plan (EXTERNAL MARKETING)	<ol style="list-style-type: none"> Develop a campaign to connect with major national and international news bureaus in the San Francisco Bay Area and other major media centers to improve the level of awareness of the Sacramento Region. Develop a regional branding strategy 	Earned media and “placements”	SACTO, GCA partners, Metro Chamber, SARTA	<p><i>Status</i></p> <ul style="list-style-type: none"> GCA has initiated outreach by sending electronic or hard copies of the 5-Year Progress Report Under 2011 current budget: SARTA will participate in regional meetings to identify key messages, scope a regional marketing plan, promote local clean tech companies as part of this campaign, and speak with media Metro Chamber also has regional branding activities in their business plan <p><i>Resources</i></p> <ul style="list-style-type: none"> SACTO’s resource needs: Public Relations (\$150K); Promotional Campaign (\$50K for Year 1, \$10K for Years 2-5) With additional funds, SARTA could travel to support a marketing campaign, participate in trade shows, etc, depending on the overall plan
B Broaden the “ownership” of the region’s commitment to sustainability—every organization, firm, municipality (INTERNAL MARKETING)	<ol style="list-style-type: none"> Improve and update the GCA website as a “one-stop-shop” to communicate the strengths of the region and economic opportunities Distribute 5-Year Progress report to every elected official Extend “Did You Know” internal marketing campaign for two years 	Distribution numbers for publications, marketing pieces	GCA	<p><i>Status</i></p> <ul style="list-style-type: none"> GCA website update to be completed by beginning of Q2 2011 5-Year progress report mailed in January <p><i>Resources</i></p> <ul style="list-style-type: none"> GCA Committed Resources: \$5,000 for website update, \$1,000 for Progress Report printing/ mailing SACTO Resources Needed: \$20K to extend the postcard campaign for two years
C Establish a region-wide “dashboard” to measure progress in targeted areas. Infuse into the media	<ol style="list-style-type: none"> Establish performance metrics related to strategy areas Develop a Green/Sustainability Index and regular schedule for updating the content 	<p>Publication of Annual Report</p> <p>Creation of Green/Sustainability Index</p>	GCA CSER	<p><i>Status</i></p> <ul style="list-style-type: none"> The redesigned GCA website may include an Index or other measures <p><i>Resources</i></p> <ul style="list-style-type: none"> CSER Resources Needed: \$40K to develop the Index; \$10K/year to update and maintain the Index

Action Area #3: Raising Corporate Green IQ

Enhance the understanding and adoption of green business practices among establishments in the Sacramento Region.

Strategy	Action Steps	Performance Metrics	Champions	Status & Resources
A	Create pilot projects that focus on “greening” specific types of industries in the region that represent a large portion of the employment base, like health care (could be done as an alternative to “A”)		Industry Associations, GCA partners	<i>Status</i> <ul style="list-style-type: none"> Highlight the healthcare industry’s sustainability focus; gather and highlight regional best practices
B	Develop an annual event to recognize corporate sustainability		Metro Chamber, BERC, GCA	<i>Status</i> <ul style="list-style-type: none"> Metro Chamber and BERC are developing a partnership <i>Resources</i> <ul style="list-style-type: none"> Sacramento Works could sponsor this event, but would need to go through the Employer Outreach Committee sponsorship process
C	Develop a Green Pages 2.0 directory of local green products and services		Metro Chamber	<i>Status</i> <ul style="list-style-type: none"> This activity is included in the Metro Chamber’s Business Plan

Action Area #4: Financing Innovation

Build mechanisms and internal capacity to actively fund innovative Clean Energy Technology companies.

Strategy	Action Steps	Performance Metrics	Champions	Status & Resources
A Create an active and fully funded “VC Road Show” to pitch region’s assets and companies to venture-focused audiences	<ol style="list-style-type: none"> Develop informational collateral re” region’s assets, companies, entrepreneurs, in some cases adapting existing material for the venture audience; in some cases creating new, consistent w/ region’s messaging. Identify and build relationships into venture communities in Bay, SD, etc, working through partners, including Golden Capital Network, iHubs, sponsors, etc Attend selective set of conferences, etc out of region, picking those most closely aligned w/ venture investing (NBIA, Angel Investor group, University Startups, etc) Partner with Golden Capital Network on regional venture pitch forum in 2011. 	<p>Collateral final and relationships underway by end of Q1.</p> <p>At least one trip of at least a day’s duration to specific locations beginning Q2 2010</p>	SARTA	<p><i>Status</i></p> <ul style="list-style-type: none"> SARTA has convened a committee of the Board to “Define and undertake an organized and well-resourced effort to expand relationships with investors and other potential interested audiences beyond the Sacramento region.” <p><i>Resources</i></p> <ul style="list-style-type: none"> This is currently funded in part by an SBDC grant in final stages of confirmation With expanded funding: SARTA could add resources to expand the number and destination of these outreach trips, and invest in more robust outcome-tracking systems
B Expand trainings to support companies in winning seed money	<ol style="list-style-type: none"> Ensure this topic is well covered in Leadership Series Clean Tech (and general) tracks. Add regular webinar sessions to VentureStart program. 	<p># companies engaged in training</p> <p>Total seed \$</p>	SARTA	<p><i>Status</i></p> <ul style="list-style-type: none"> SARTA is planning 5 Leadership Series topics specific to clean tech companies, the first in February SARTA is also finalizing its plans for the VentureStart program in 2011, and intends to make significant changes and improvements, which may include a regular webinar feature <p><i>Resources</i></p> <ul style="list-style-type: none"> SETA is currently funding SARTA with DOL SESP funds; possible leverage opportunity
C Develop a revolving loan fund to support growing clean tech companies	<ol style="list-style-type: none"> Review Clean Tech Dev Fund from TX Involve banks, credit unions, public and private investors in determining how this could function in the region 	<p>Agreed upon project plan</p> <p>Establishment of seed grant pool</p>	Bank partners, GCA, SARTA	<p><i>Status</i></p> <ul style="list-style-type: none"> Connected to Action Area 1A; could also be connected to commercial PACE

D	Establish standards and warranties for solar panels in CA to make growing solar technology firms more “bankable”	<ol style="list-style-type: none"> Investigate existing alternatives for providing standards and warranties, and find best option to support local firms Identify steps for moving this project forward and attract new partners to the effort 	Completed assessment and identification of next steps; will publish report of findings	GCA	<p><i>Status</i></p> <ul style="list-style-type: none"> Project to be completed by June 2011 <p><i>Resources</i></p> <ul style="list-style-type: none"> \$20,000 funding from SETA is secured (DOL SESP funding)
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Action Area #5: Innovation based entrepreneurship in green technology

Build capacity within regional institutions that support start-up and emerging growth businesses and technology development in the Clean Energy Technology cluster.

Strategy	Action Steps	Performance Metrics	Champions	Status & Resources	
A	Build new innovation forum focused on leveraging the region’s Smart Grid investment, and building new business opportunities for regional companies, tied into existing programs and offerings	<ol style="list-style-type: none"> Identify priority topic areas for the participants Develop series of forums 	# of forums # of participants New business outcomes from attendees	SMUD, PG&E, Sac State Smart Grid Center, SARTA, GCA	<p><i>Status</i></p> <ul style="list-style-type: none"> Could earmark one of the 2011 CEO Roundtables to kick off the forum; would need additional funding for ongoing facilitation of the group SARTA would very much like this forum to be a co-branded program. Program management should at the very least be well coordinated with CleanStart, as many if not all the companies will overlap with CleanStart companies in developing IP for smart grid. <p><i>Resources</i></p> <ul style="list-style-type: none"> Additional funds needed to support staff involvement

B	Develop a talent pool of “serial CEOs” to complement initial technical talent / inventors	1. Create an Executives in Residence program	# serial CEOs # referrals/intros	SARTA	<p><i>Status</i></p> <ul style="list-style-type: none"> Feasibility and timing depends on the expectations of the scope of this program; SARTA already introduces experienced technology managers to inventors <p><i>Resources</i></p> <ul style="list-style-type: none"> To ramp this up significantly would require some additional funding SETA currently has a partnership with Sacramento Corps of Retired Executives (SCORE) and Sacramento Professionals Network (SPN) and could connect them to SARTA
C	Create connections between green technology companies, other technology companies, and existing industries to spur new innovations and facilitate technology deployment		# of connections/partnerships Adoption of technology in existing industries	SARTA, UC Davis	<p><i>Status</i></p> <ul style="list-style-type: none"> Core existing function of SARTA. Chancellor Katehi established Blue Ribbon Committee on Tech Transfer and Commercialization at UC Davis UC Davis Office of Research provides tech transfer support services

Action Area #6: Educating the Green Technology Workforce

Align education and training programs with the specific needs of the Clean Energy Technology cluster and related employment opportunities.

Strategy	Action Steps	Performance Metrics	Champions	Status & Resources
A Study regional labor market demands for emerging clean tech industry area	<ol style="list-style-type: none"> 1. Replicate the labor market studies that have been completed for the solar and energy efficiency industries, but focus on one of our emerging industry areas (smart grid, transportation, etc) 2. Use findings to inform program development at local institutions 	Report that identifies demand and short term training needs	COE, CSER, EDD/LMID	<p><i>Status</i></p> <ul style="list-style-type: none"> • COE is moving forward with Solar industry as research focus area; research to be finished in June 2011 with findings presented at an event in the Fall • PHEV was also discussed as a potential research topic <p><i>Resources</i></p> <ul style="list-style-type: none"> • Portion of Regional Clusters grant allocated to COE, VV, and CSER • Funding for 2011 CEO roundtables could be leveraged
B Expand the participation and function of an existing steering committee through which the Sacramento Region's post-secondary institutions and K-20 schools can efficiently and effectively develop region and institution specific Green Technology educational programs, matriculation paths and goals	<ol style="list-style-type: none"> 1. The Steering Committee will set agreed upon Green Technology educational goals and objectives, and create specific plans to meet those goals and objectives 2. Support, develop and integrate curriculum, technology and certification for green jobs in community colleges, apprenticeship programs, and technical training programs. 3. Promote best practices in K-20 education, technical training, and apprenticeship through collaborative partnerships. Leverage CPUC study of best practices for workforce development in energy efficiency 4. Support, identify and coordinate faculty and teacher training programs for green jobs 	<p>Establish committee with Charter/Structure</p> <p>Publish goals and objectives</p> <p># of articulation agreements for green programs</p> <p>Report on best practices</p> <p># of teacher training programs</p>	LEED, Metro Chamber's Education & Workforce Team, GCA, Los Rios, Sacramento State, UC Davis, K-12 education	<p><i>Status</i></p> <ul style="list-style-type: none"> • This strategy is also related to the Greenwise plan's social equity component • Council is still forming and has expressed an interest in Broadband access; could suggest green careers as a focus area that is actionable and fundable • Sacramento State Smart Grid Center is leading a statewide consortium to develop a workforce development strategy and the necessary courses <p><i>Resources</i></p> <ul style="list-style-type: none"> • DOE grant to support statewide consortium facilitation and activities

C	Develop education and training programs that prepare for multiple career tracks in the green economy from K – 20 (all education levels)	<ol style="list-style-type: none"> 1. Identify core skills and knowledge areas that apply across multiple industry segments 2. Develop new ways to make training programs “stackable,” and applicable to multiple fields 3. Implement new pathways at local colleges and other training sites 4. Prepare a workforce knowledgeable about alternative energy production systems to implement energy conservation and efficiency measures 5. Incorporate science, technology, engineering and math into curriculum for trainings 	<p>Core skills report for local programs</p> <p># of articulation agreements for green programs</p>	<p>SETA, COE, Los Rios Community College District, Apprenticeship programs, Sacramento State Smart Grid Center, UC Davis</p>	<p><i>Status</i></p> <ul style="list-style-type: none"> • See above; begin by continuing to coordinate existing programs at college level • CEO roundtables can inform this work • Smart Grid Center is developing a statewide strategy to address stackable curriculum; online courses for Smart Grid expected in the Fall
D	Connect students and job seekers to employers	<ol style="list-style-type: none"> 1. Create green jobs career ladders, educate the public on green career opportunities, and recruit and train a workforce for emerging and growing green jobs/clean energy employment opportunities 2. Publicize green job opportunities through career fairs, student mentorships, internships, job shadowing, recruitments and screening events 3. Connect to workforce incentive programs 	<p>Creation of career ladders</p> <p># career fairs, student mentorships, internships, recruitment events</p> <p>Usage of workforce incentive programs</p>	<p>WIBs (SETA, Golden Sierra), Sacramento State</p>	<p><i>Status</i></p> <ul style="list-style-type: none"> • Work is underway • Sacramento State Career Center and Dept. of Engineering focus on connecting students to green jobs <p><i>Resources</i></p> <ul style="list-style-type: none"> • SETA currently has allocated \$1,366,901 in Clean Energy Workforce Training Pre-Apprenticeship and Retraining contracts and Department of Labor State Energy Sector Partnership contracts for 1/1/11 to 9/30/11