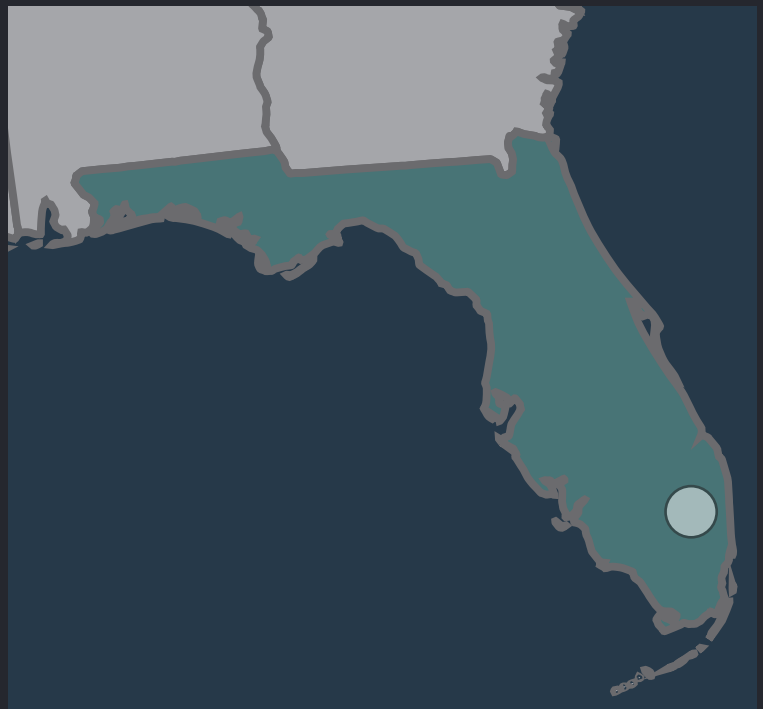
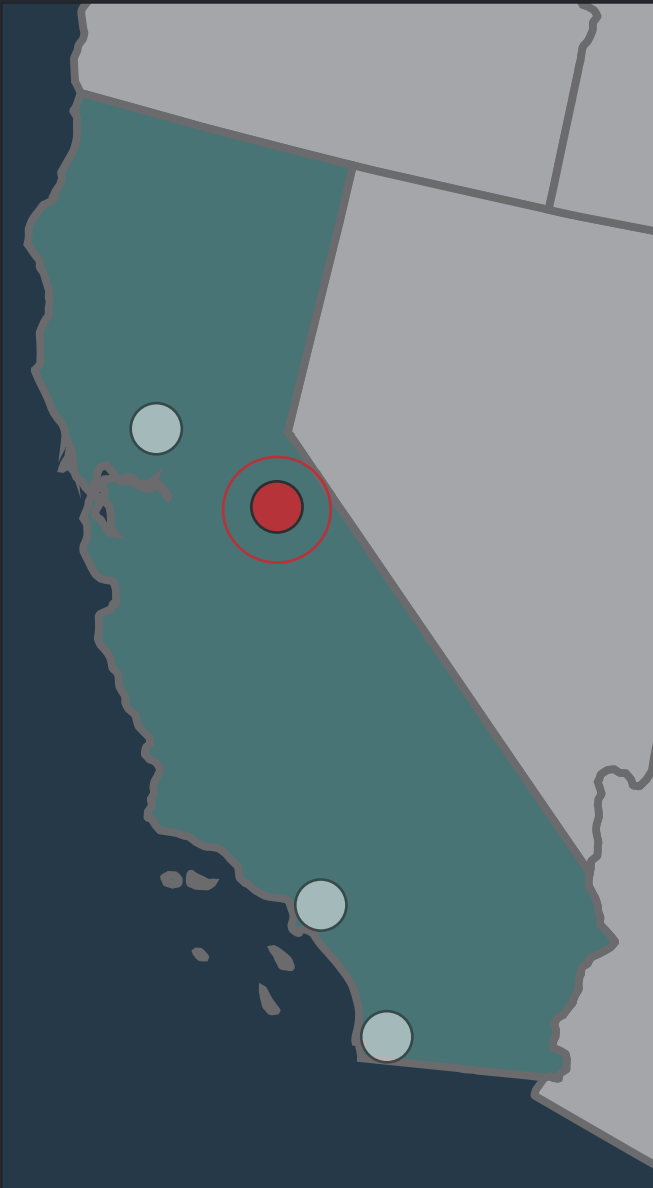


# Lessons in Regional Resilience

Sierra Nevada Region

The Sierra Climate Adaptation and Mitigation Partnership



## Lessons in Regional Resilience:

### The Sierra Climate Adaptation and Mitigation Partnership (Sierra CAMP)



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**Case Studies in Regional Collaboration:** This report is part of a series of six case studies (<http://www.georgetownclimate.org/reports/lessons-in-regional-resilience.html>) that explore lessons that are being learned by climate collaboratives from around the United States that are bringing together local governments and other stakeholders at the regional level to both reduce carbon pollution (mitigation) and prepare for the impacts of climate change (adaptation). These case studies explore the following collaboratives:

- The Los Angeles Regional Collaborative for Climate Action and Sustainability in California
- The San Diego Regional Climate Collaborative in California
- The Capital Region Climate Readiness Collaborative in California
- The Sierra Climate Adaptation and Mitigation Partnership in California
- The Southeast Florida Climate Change Compact in Florida
- The King County-Cities Climate Collaboration in Washington State

Each case study explores the history and development, structure and decisionmaking methods, funding sources, roles and initiatives of each of these climate collaboratives. A synthesis report also explores lessons that can be learned by comparing the efforts of each collaborative on climate policy in their regions.

These case studies were supported by a grant from the Kresge Foundation. In developing these case studies, the Georgetown Climate Center collaborated with the Alliance of Regional Collaboratives for Climate Adaptation (ARCCA). The authors are grateful to the local officials and other stakeholders in each collaborative who graciously spent time being interviewed and providing invaluable feedback on this work.

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## INTRODUCTION

California's rural Sierra Nevada region, a resource-rich area critical for urban water supplies throughout the state, is increasingly threatened by warming temperatures, drought, and wildfire. In 2014, several leaders from across the state came together to form a regional collaborative, the Sierra Climate Adaptation and Mitigation Partnership (Sierra CAMP), to help the region plan and prepare for climate change threats and generate greater interest in restoring forest and watershed health in the Sierra Nevada mountain region.

A program of the Sierra Business Council (SBC), Sierra CAMP is a “public-private, cross-sector partnership” aimed at convening local and regional agencies, businesses, nonprofits, and others from the 22-county region to promote greater resilience in the region and create partnerships with downstream urban areas. The collaborative works to help ensure that the region's needs are recognized and prioritized in state policies, as the health of the Sierra affects the well-being of many adjacent urban communities as well. To achieve this goal, Sierra CAMP focuses on (1) bringing together organizations and jurisdictions to develop a common understanding of regional vulnerabilities and adaptation strategies, to share information and best practices, and to inform policy, regulatory, and funding decisions, and (2) developing and strengthening connections with urban downstream users of Sierra ecosystem services to build a stronger collective voice for investment in Sierra resources.<sup>1</sup>

In the two years since its founding, Sierra CAMP and its members have helped inform climate change policy in California. Sierra CAMP organizes leaders across the region to speak up for natural resource protection and to promote greater investment in the region's rural communities. It has provided public education and webinars to ensure the region's stakeholders are informed on state-level policy. The group has commented on draft plans and legislation, and made recommendations to inform the state's adaptation strategy, *Safeguarding California*.<sup>2</sup> It has also made effective connections with urban regions, particularly through its involvement in the Alliance of Regional Collaboratives for Climate Adaptation (ARCCA), a network of climate collaboratives in California that facilitates information sharing and communications with state government.

This case study aims to draw lessons from Sierra CAMP's history, organization, and successes. It begins by describing the Sierra region itself and the impacts it is facing from climate change. Next, the case study discusses how the collaborative developed and describes its current organizational structure, including its membership, decision-making procedures, and funding sources. Finally, it presents the key roles Sierra CAMP has played in furthering the collaborative's mission and objectives.

## THE SIERRA NEVADA REGION

Sierra CAMP represents the California portions of the Sierra Nevada and southern Cascade mountain ranges, stretching from Sequoia and Kings National Parks at the southern end north to the Oregon border, and on the western side from the foothills of the Sierra Mountains eastward to the Nevada border.<sup>3</sup> In total, it covers more than 25 million acres and more than 25 percent of California's land area, and it spans 22 counties containing more than 200 communities.<sup>4</sup> Although the region generates billions in revenue from tourism and recreational visitors (with more than 50 million visitors annually),<sup>5</sup> its communities are challenged by relatively high unemployment rates and proportionally more low-



Figure 1: Map of the Sierra Nevada region. Source: Sierra CAMP (<http://www.sbcsierracamp.org/sierracamp/>).

income residents compared to the rest of the state. A 2014 study indicated that 1 in 5 Sierra residents is living below the poverty line, and the region has an unemployment rate of 1 in 9.<sup>6</sup>

The Sierra region is rich in natural resources that help sustain and provide numerous benefits not just for the region’s own rural communities, but also for downstream urban communities throughout the state. As the state’s main watershed, it supplies two-thirds of the water supply for California’s urban areas.<sup>7</sup> Its forests supply up to half of the state’s annual timber yield, but also serve a valuable function for helping to reduce greenhouse gas emissions through carbon sequestration.<sup>8</sup> The region also meets 15 percent of the state’s energy needs through hydropower, with the potential to produce even more through increased use of biomass, solar and wind power.<sup>9</sup>

Climate change poses significant risks for the region’s resources and the ecosystem services they provide, as well as for Sierra communities and downstream urban communities.

- **Drought and declining snowpack:** In recent years, California has experienced a prolonged drought, with most of the state and all of the Sierra in “Extreme” or “Exceptional” drought conditions.<sup>10</sup> The region has also simultaneously witnessed a severe decrease in Sierra snowpack, with the 2015 snowpack hitting a 500-year low.<sup>11</sup> Warming temperatures are projected to bring more precipitation as rain rather than snow, in addition to altering the accumulation of snow and timing of snowmelt.<sup>12</sup> These changes will have serious consequences for water supply for downstream urban areas like Los Angeles, San Diego, and San Francisco, in addition to implications for flood risk and energy production, and economic impacts including losses for the tourism and hospitality industry.

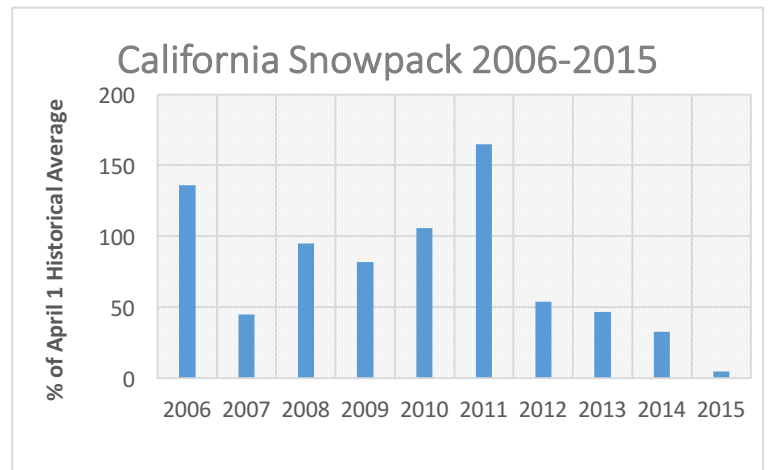


Figure 2: Statewide April 1 average snow water equivalent, 2006 through 2015, compared to the April 1 historical average. In 2015, snowpack was only 5% of the average. Data source: CA-DWR.

<http://cdec.water.ca.gov/cdecapp/snowapp/sweq.action>.

- **Wildfire:** Drier conditions have also led to more frequent and severe wildfires and hazardous air conditions. Since 2009, California has experienced five of the top twenty largest forest fires ever recorded in the state in terms of acreage burned,<sup>13</sup> and the Sierra region was hit particularly hard.<sup>14</sup> The 2013 Rim Fire, for example, was the largest wildfire on record in the Sierra Nevada mountain region, burning more than 250,000 acres and threatening San Francisco’s water supply as the fire burned within a mile of the Hetch Hetchy Reservoir.<sup>15</sup> While wildfires are an important part of California’s forest health and ecosystem, these increasingly intense and destructive fires pose a serious risk to human health, the economy, infrastructure, and natural resources.<sup>16</sup>

Leaders from both within and outside the rural Sierra Nevada region recognized a need to increase collaboration within the region and with downstream urban areas to reduce these risks, and decided to form a collaborative to represent the region.

## HISTORY AND ORGANIZATION OF SIERRA CAMP

*Sierra CAMP was formed in response to a need for rural issues to be better represented in state-level climate policy.*<sup>17</sup> In early 2014, ARCCA was already working to bring California’s large metropolitan regions together to discuss ways to adapt to the impacts of climate change. While the group was effective on its own, it became clear that rural areas needed to be represented as well, particularly given the ongoing drought in California and the

importance of the Sierra Nevada region for much of the water supply for the urban centers represented by ARCCA. Previous individual efforts of Sierra organizations, like Sierra Business Council (SBC), to persuade the rest of the state to invest in forest and watershed health in the Sierra had fallen short. Several representatives from other ARCCA member collaboratives along with Steve Frisch, President of SBC, discussed this need for a rural collaborative to match those in the urban areas.

From these conversations Sierra CAMP was formed with the purpose of establishing better urban-rural connections, encouraging urban regions to think about where their water and resources come from, and informing state policy on the management of and investments in natural resources.<sup>18</sup> SBC provided a logical home for the new collaborative due to the organization's existing work on sustainability, with a focus on promoting watershed health and climate planning.<sup>19</sup>

Since the official founding of the collaborative in 2014, Sierra CAMP's Director and other staff members at SBC have focused primarily on getting the collaborative off the ground and engaging quickly with state officials on key policy issues relating to adaptation and mitigation (greenhouse gas emissions reduction). Sierra CAMP drafted its Governance Policy first in May 2015, which was adopted by members the following July.<sup>20</sup> Sierra CAMP's overall goal is to "promote greater resilience through coordination at the regional and local level across the twenty-two-county Sierra Nevada Mountain Range and through partnerships with downstream areas."<sup>21</sup>

## Organizational Structure and Decision-Making

Sierra CAMP's Governance Policy lays out the organization's purpose, membership and decision-making structure, and funding mechanisms. The collaborative is designed as a cooperative network or unincorporated partnership, rather than a legal entity such as a separate nonprofit organization. It is housed within SBC, which provides strategic, administrative, and fiscal support.<sup>22</sup>

As the administrative and fiscal host for Sierra CAMP, SBC itself manages Sierra CAMP's day-to-day affairs. Sierra CAMP's Director and other staff members are SBC employees, and SBC takes the lead on fundraising for the group.<sup>23</sup> SBC is responsible for decision-making related to the collaborative's scope of work and various work plans, financial health, accounting and finance, and communicating with members regarding their roles within the group, among other duties.<sup>24</sup>

Though SBC manages the collaborative's day-to-day affairs, a Steering Committee was created to advise SBC and to ensure that Sierra CAMP's purposes and objectives are observed.<sup>25</sup> The Committee, which meets monthly or as needed, is responsible for providing strategic direction, contributing funds and helping to solicit funds for the collaborative, approving official Sierra CAMP statements and positions, and promoting the collaborative, among other duties.<sup>26</sup> Filling seats on the Steering Committee was an early priority, so that Sierra CAMP could begin developing statements and speaking collectively for the region; staff at SBC emphasized the importance of including a diverse mix of organizations and representatives that would provide valuable guidance.<sup>27</sup> The Steering Committee includes representatives from between 11 and 20 member organizations, with composition limitations based on geographic location (with at least two member organizations from each of the six Sierra sub-regions) and membership type, as indicated in the chart below.<sup>28</sup>

## STEERING COMMITTEE REPRESENTATION

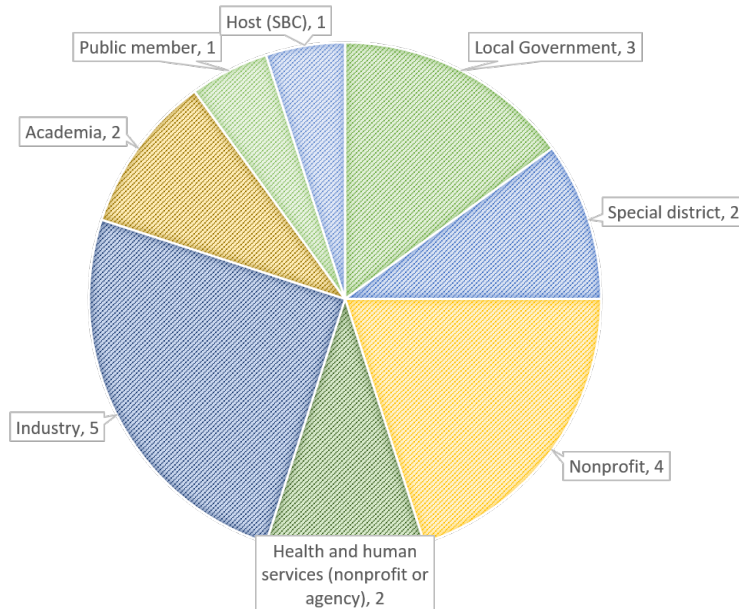


Figure 3: Makeup of Sierra CAMP Steering Committee, as set out in the Governance Policy.

The Committee can also include up to seven ex officio (non-voting) members, with one seat for a representative from each of the urban climate collaboratives in ARCCA, two for state agencies, and one for a federal agency.<sup>29</sup>

The Sierra CAMP Governance Policy also allows for the creation of *ad hoc* committees by the Steering Committee, for the purpose of making recommendations or pursuing particular programmatic objectives and pilot projects.<sup>30</sup>

Sierra CAMP learned from the successes and struggles of several other ARCCA collaboratives in deciding on its host organization and decision-making structure, and is ultimately thriving on the model they have arranged with SBC and the Sierra CAMP Steering Committee.<sup>31</sup> In 2017, Sierra CAMP plans to revise the Governance Policy as needed based on lessons learned since adopting and operating under the first iteration of the policy.

### Membership Structure

Any “legal entity representing a regional interest in climate mitigation and adaptation action” is eligible for membership in Sierra CAMP, as well as interested individuals representing themselves.<sup>32</sup> Members are organized across five different categories:

- **Public agencies**, including local government (e.g. Town of Mammoth Lakes; Placer County, regional agencies (e.g. the Tahoe Regional Planning Agency), state agencies (e.g. the Sierra Nevada Conservancy), and federal agencies (e.g. the U.S. Forest Service);
- **For-profit entities**, such as industry members interested in sustainable forest management, and other businesses in the Sierra region;
- **Non-profit organizations**, such as land trusts and conservation organizations working in the region;
- **Academia**, universities in the region or involved in research affecting the region (although as of October 2016 the collaborative did not have any formal members in this category); and

- *Public members*, a membership category intended for individuals representing themselves, rather than an organizational entity. The “public membership” option was added after the group opened its draft Governance Policy to public comment, and saw a notable number of comments from individuals interested in getting involved alongside larger entities.<sup>33</sup>

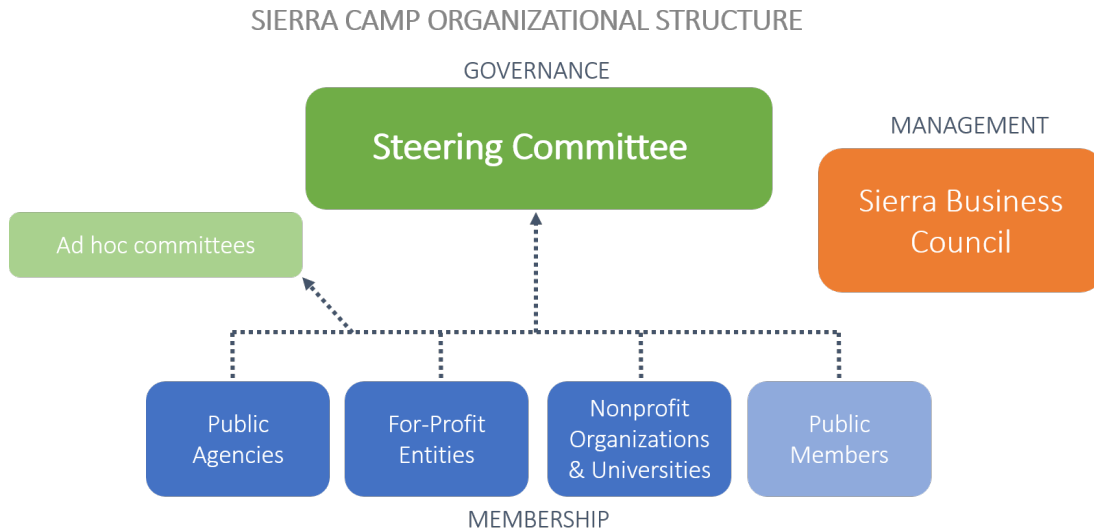


Figure 4: Organizational structure of Sierra CAMP as outlined in the collaborative’s Governance Policy.

## Funding

Sierra CAMP received its initial seed funding from SBC, which allowed it to have nearly full-time staffing to help get the collaborative running and to reach out to stakeholders in the early days of formation.<sup>34</sup> In addition, it has received funding for education and outreach efforts from one of the utilities providing service in the region, Pacific Gas & Electric (PG&E) through PG&E’s local government partnership program,<sup>35</sup> and from private foundations that work on forest and watershed health and community development, such as the Weyerhaeuser Family Foundation and the Sierra Health Foundation.<sup>36</sup>

The collaborative also aims to secure partial funding through membership contributions as specified in the group’s Governance Policy.<sup>37</sup> Member contributions may come in the form of direct financial or in-kind support, and specific amounts are suggested according to member type (e.g. public agency, for-profit entity, non-profit organization) and size.<sup>38</sup> Sub-groups or individual members can make additional contributions earmarked for particular projects or activities if they choose to do so. However, member contributions are currently voluntary, meaning that fundraising continues to be an important role for SBC staff.<sup>39</sup> The group hopes to hire a full-time program assistant to support fundraising efforts and broaden its reach going forward.<sup>40</sup>

## KEY ROLES AND INITIATIVES

*In its efforts to promote greater adaptation and mitigation action across the region, and to influence state policy affecting the Sierra region, Sierra CAMP adheres to several Guiding Principles:<sup>41</sup>*

- *Facilitate Urban-Rural Connections* – build relationships between Sierra Nevada and downstream communities, and work toward greater investment in mutually beneficial ecosystem restoration.
- *Regional Economic Development* – support measures to grow investment in natural resource-related industries.



- *Integrated, Landscape-Level Approaches* – prioritize regional and landscape-level approaches to adaptation and mitigation, drawing on partnerships to support healthy forests and watersheds.
- *Ensure Access to Grants and Funding* – overcome barriers in accessing funding and grants for projects, and identify sustainable funding sources for adaptation and mitigation.
- *Forest and Meadow Restoration* – promote management of Sierra Nevada ecosystems to protect ecosystem services, and promote coordination of state and federal land management.
- *Prioritize Multiple Benefits* – emphasize co-benefits achieved by projects and standardize methods for quantifying co-benefits in ecosystem restoration, public health, and ecosystem services.

Guided by these principles, Sierra CAMP plays three primary roles for the region. First, the collaborative convenes regional stakeholders to better identify and promote climate change adaptation and mitigation strategies across the Sierra Nevada region. Second, the collaborative builds connections with downstream urban areas to develop broader support for investment in Sierra resources, which are critical to the rest of the state. Finally, Sierra CAMP plays a major role engaging with the state and advocating for policies and investments that recognize the importance of the region and its resources.

## Convening Stakeholders to Promote Best Practices

To increase the effectiveness of the collaborative, Sierra CAMP’s early efforts have involved growing its network and beginning to convene key stakeholders around identifying and promoting best practices for resilience in the region.<sup>42</sup>

*Addressing challenges of navigating a large region:* While outreach can be difficult for any collaborative, Sierra CAMP faces unique challenges given the size of the region and the rural nature of its communities. The collaborative’s scope has made it difficult to host public events or conduct individual outreach that can be very helpful in growing membership and interest in the early days of a collaborative. To help address this challenge, Sierra CAMP hosts and participates on webinars and listening sessions, and conducts email outreach, relying on SBC’s already-extensive network and over twenty years of experience working in the region.<sup>43</sup>

*Developing “solutions” to start the discussion:* As a starting point for engaging regional partners on climate change, SBC and other early partners in Sierra CAMP developed “solutions” for climate change adaptation in the region, recommending approaches to build resilience in nine areas: Forests; Water; Economy; Energy Efficiency and Renewables; Public Health and Extreme Events; Land use, Transportation and Housing; Biodiversity and Habitat; Emergency Management; and Agriculture. For example, to improve forest resilience, Sierra CAMP recommends approaches like focusing on fire adaptation, promoting forest thinning, increasing biomass utilization, and promoting urban forestry investments.<sup>44</sup> These solutions, detailed on the collaborative’s website, are intended to provide an overview of what the collaborative hopes to achieve for the Sierra region, and have proved useful as a tool for recruiting new members and partners to grow the collaborative’s efforts.<sup>45</sup> Sierra CAMP has expanded on these solutions through the development of policy recommendations<sup>46</sup> to inform the state’s adaptation plan (discussed in more detail below).

*Identifying and refining best practices for resilience:* Now that the collaborative has matured, Sierra CAMP plans to focus more of its efforts on convening its membership to further develop solutions and identify best practices. Sierra CAMP, through SBC, will host several CivicSpark Fellows for the 2016-2017 project year to help with this effort.<sup>47</sup> The Fellows working in the Sierra region during the upcoming year will engage with leaders from government, business, academia, and community groups to share best practices, identify critical needs and strategies, and conduct research and outreach around specific adaptation strategies – focusing in particular on those that can bring greatest benefit for both local and downstream communities.<sup>48</sup>

*Promoting specific projects in the region:* Ultimately, these processes will help the collaborative identify specific projects to support and promote that will maximize benefits for the region and the state. For example, Sierra CAMP and SBC supported a public-private partnership that revitalized a railyard in downtown Truckee (near Lake Tahoe) to include affordable housing, mixed-use, transit-oriented development, and better infrastructure for walkable and bikeable neighborhoods.<sup>49</sup> In July 2015, the state awarded an \$8 million grant for the Truckee Railyard project, providing critical funding needed to jumpstart the smart growth project.<sup>50</sup>

## Building Connections with Urban Areas

Sierra CAMP also works to make connections outside its region with urban counterparts, based on the view that geographically diverse partnerships can help the state better achieve its ambitious climate change mitigation<sup>51</sup> and adaptation goals.<sup>52</sup> The collaborative aims to bring attention to the connection between urban population centers and the rural resources on which they depend for water and energy security, carbon sequestration, recreation, and more.<sup>53</sup> To do so, Sierra CAMP hopes to enlist support of leaders from the San Francisco Bay, Sacramento, Los Angeles, and San Diego metropolitan areas to help provide the political leverage necessary for convincing state lawmakers to invest in Sierra watershed health, resources, and communities.<sup>54</sup>

One of the most productive ways that Sierra CAMP has managed to facilitate these downstream partnerships is through its involvement with ARCCA.<sup>55</sup> ARCCA gives Sierra CAMP and other member collaboratives the opportunity for regular interaction with each other, to discuss successes and challenges, and identify shared funding opportunities. ARCCA also helps to amplify the efforts of each of the individual collaboratives with the state through the California Governor's Office of Planning and Research (OPR), which is represented as an ex officio member of ARCCA.<sup>56</sup> This partnership has helped to substantially increase the voice of rural communities' on adaptation issues and has facilitated brainstorming on how urban regions, particularly with the Sacramento region, can partner even more closely with Sierra CAMP going forward. Furthermore, ARCCA is looking specifically into the issue of how urban-rural partnerships can help facilitate climate action. In November 2015, ARCCA held a workshop on "Understanding the Urban-Rural Connection," which brought together elected officials, state agency representatives, local government staff, researchers, and others to build understanding of urban-rural connections and strategize about how to strengthen these connections.<sup>57</sup> ARCCA also worked with a CivicSpark Fellow during the 2015-16 project year, to develop a white paper that is intended to educate policymakers on urban-rural connections and how collective action can make adaptation and mitigation efforts more effective with the same resources.<sup>58</sup>

Sierra CAMP is also partnering with Yale School of Forestry & Environmental Studies to initiate the creation of a "Rural Strategy" to inform state policymaking in California. Once finalized in 2017, the Strategy will provide a resource for policymaking related to natural resources and the environment, economic development, and land use planning, as well as to help guide Sierra CAMP's advocacy efforts. The Strategy is designed to be a rural-focused complement to the California's *Urban Strategy for California*,<sup>59</sup> developed in 1978 by the state's Office of Planning and Research to guide urban and suburban development and decisionmaking processes.

## Providing a Voice for the Region – State Policy Engagement

Finally, Sierra CAMP plays a key role in providing a unified voice for the region and engaging with the state on policy issues affecting the region. Sierra CAMP's policy engagement is informed and strengthened by the group's efforts to convene and connect local stakeholders within and downstream of the Sierra region.

From early on, state policy engagement was envisioned as a critical role for a rural collaborative. Leaders involved in forming Sierra CAMP felt that state climate policy and investments – such as those designed to help meet the state's emission reduction targets and water needs – had not focused enough on natural resources and the importance of forest and watershed health for the entire state.<sup>60</sup> But given the fast pace of policy development and state-level

investment in climate change adaptation and mitigation projects in California, there was an urgent need for outreach and advocacy to make the case for greater investment in Sierra resources and communities.

In its first two years, Sierra CAMP has already engaged with the state through analysis, recommendations, and comment letters<sup>61</sup> on a variety of policy issues relating to the group's Guiding Principles (as outlined above).

- *Recommendations for improving Safeguarding California:* Sierra CAMP helped to inform the state's adaptation work following its 2014 statewide adaptation plan, *Safeguarding California*. The collaborative provided comments on the sector-based implementation plans produced in 2016, which offered a framework for agency work to implement the recommendations in *Safeguarding*.<sup>62</sup> California will be updating *Safeguarding* in 2017, and Sierra CAMP has been actively engaged in this process as well. Sierra CAMP worked with CivicSpark Fellows and graduate students from the Yale School of Forestry & Environmental Studies to complete a white paper<sup>63</sup> with policy recommendations for the 2017 update to the plan.<sup>64</sup> The white paper highlights important biophysical and economic relationships between the Sierra Nevada and downstream communities, and organizes policy recommendations into five priority areas to help guide California state agencies' adaptation efforts: Integrated watershed management; Forest restoration; Regional economic development; Preparedness and public health; and Structural recommendations to remove barriers to investment in the Sierra Nevada. Throughout the development of the white paper, the team at Sierra CAMP had monthly advisory meetings with the California Natural Resources Agency<sup>65</sup> to ensure that the recommendations would be useful for informing *Safeguarding*, rather than viewed as a stand-alone paper.<sup>66</sup>
- *Comments on development of ARB 2030 Scoping Plan Update:* In 2016, Sierra CAMP provided comments on draft papers put out by the state's Air Resources Board (ARB) in the development of its update to the Scoping Plan for AB 32, which outlines how the state will achieve its greenhouse gas (GHG) reduction goals.<sup>67</sup> For example, the collaborative recommends that the state pursue near-term strategies that prioritize natural and working lands, as these projects can sequester GHGs and help achieve longer-term goals after emissions reductions from other sectors have already been maximized.<sup>68</sup> The collaborative also recommends that the state direct additional cap-and-trade funding specifically to rural areas. The recommendations note that a directed rural fund would better allow disadvantaged communities across the whole state to qualify for cap-and-trade revenues, compared to the current model which preferences urban areas.<sup>69</sup>
- *Comments on proposed state legislation:* Finally, Sierra CAMP has recently commented on a variety of bills and proposals before the state legislature. For example, the group expressed support for allocation of \$150 million in cap-and-trade revenue in the Governor's proposed FY 2016-2017 budget to support forest restoration and long-term forest protection.<sup>70</sup> The collaborative also supported bills relating to protection and management of natural and working lands<sup>71</sup> and allocation of cap-and-trade revenues to disadvantaged communities and low-income households.<sup>72</sup>

Sierra CAMP and its members are also involved in other efforts to bring in more funding that can ultimately benefit the Sierra Nevada region. For example, even before formally establishing the collaborative's membership base and governance structure, SBC and several county and local government partners helped to develop the state's application for funding through the U.S. Department of Housing and Urban Development's National Disaster Resilience Competition.<sup>73</sup> The state's successful application was developed in response to the 2013 Rim Fire in Tuolumne County, a presidentially-declared disaster.<sup>74</sup> The over \$70 million award will be used to fund:

- Forest and watershed health efforts, such as strategic thinning and burning, planting of diverse and native species, and managing noxious and invasive species (to be led by the Sierra Nevada Conservancy, a state agency and member of Sierra CAMP);
- Community Resilience Centers to help rural communities respond to emergencies (to be led by Tuolumne County); and

- A new facility to process biomass into marketable wood products and renewable energy (to be led by California Environmental Protection Agency).<sup>75</sup>

Sierra CAMP aims to continue to grow its membership and build stronger urban-rural partnerships to ultimately help strengthen the collective voice for protecting and increasing the resilience of Sierra lands and communities.

## CONCLUSION

*Among California's climate collaboratives, Sierra CAMP is unique in that it is the first rural-focused collaborative, and it spans a much larger geographic region.* The region includes the headwaters for most of the state's water supply, and provides energy and other valuable services important to the state. As a result, the climate risks affecting the Sierra's forests and other natural resources also threaten communities throughout California. Motivated by a need for greater state investment to protect Sierra resources, and by the fast pace of development of state-level climate policy, the initial partners (led by SBC) acted quickly to develop Sierra CAMP.

In a relatively short time since forming, Sierra CAMP has made significant progress establishing its structure and role within and outside the region, while also already having a measurable impact on state policy. Despite the challenge of reaching stakeholders across such a large geographic region, Sierra CAMP has managed to grow into a diverse network with members representing local, state, and federal levels of government, the local business community, and nonprofits. Its growth has been facilitated in large part by the Sierra Business Council's history working in the region and existing network of partners.

To maximize its effectiveness, Sierra CAMP has formed and utilized relationships with urban partners, and with state agencies and representatives. Sierra CAMP's involvement with ARCCA and the ARCCA member collaboratives representing California's urban regions provide opportunities to enlist greater support for policies that will preserve and improve the health of forested areas. As a group, ARCCA has affirmed their view that California's rural and urban areas are interdependent, and that having healthy and resilient natural and working lands directly supports climate resilience for urban areas as well.<sup>76</sup> Through ARCCA, Sierra CAMP and other member collaboratives have more effective means of engaging regularly with state agencies like the Governor's Office of Planning and Research, which is an ex officio member of ARCCA. Sierra CAMP also worked with the California Natural Resources Agency as the collaborative developed recommendations to inform the next update of *Safeguarding California*; this interaction helped to ensure that the group's input would be useful to the state. Finally, the group aims to bring greater attention to these issues at the state legislative level, and has voiced support for a variety of bills in the 2015-2016 legislative session that aligned with the collaborative's Guiding Principles. Several of these bills, passed in summer 2016, establish new state policies that recognize the importance of natural lands and source watersheds for reducing emissions and protecting water supplies, and could also help bring about greater state-level investment in these resources.<sup>77</sup>

Going forward, the collaborative plans to continue its state policy engagement and strengthening urban-rural connections, while also working to grow its role in identifying best practices and supporting projects in the region that improve resilience and reduce emissions.

## ENDNOTES

\*This report was written by Annie Bennett and Hillary Neger. Annie Bennett is an Institute Associate for the Georgetown Climate Center, and Hillary Neger contributed to this report as a Research Assistant for the Georgetown Climate Center.

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<sup>1</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Sierra CAMP Membership Agreement, 1, available at [http://www.sbcsierracamp.org/s/CAMP\\_Membership\\_Agreement\\_2015\\_07\\_15-8e0l.pdf](http://www.sbcsierracamp.org/s/CAMP_Membership_Agreement_2015_07_15-8e0l.pdf); SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, About: Sierra CAMP Objectives, <http://www.sbcsierracamp.org/sierracamp/>.

<sup>2</sup> CALIFORNIA NATURAL RESOURCES AGENCY, Safeguarding California, <http://resources.ca.gov/climate/safeguarding/>.

<sup>3</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, About: Region, <http://www.sbcsierracamp.org/sierracamp/>.

<sup>4</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, About: Region, <http://www.sbcsierracamp.org/sierracamp/>.

<sup>5</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Governance Policy, Version 1 (May 20, 2015), Preamble. Available at [http://www.sbcsierracamp.org/s/CAMP\\_Governance\\_Draft\\_Policy\\_2015\\_07\\_14.pdf](http://www.sbcsierracamp.org/s/CAMP_Governance_Draft_Policy_2015_07_14.pdf). (hereafter “Sierra CAMP Governance Policy”).

<sup>6</sup> Sierra CAMP Governance Policy, Preamble.

<sup>7</sup> Sierra CAMP Governance Policy, Preamble.

<sup>8</sup> Sierra forest and agricultural lands sequester enough carbon to offset emissions from 108 coal-fired power plants. SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Climate Impacts in the Sierra, <http://www.sbcsierracamp.org/impacts/>.

<sup>9</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Region, <http://www.sbcsierracamp.org/sierracamp/>.

<sup>10</sup> Sierra CAMP Governance Policy, Preamble.

<sup>11</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Climate Impacts in the Sierra, <http://www.sbcsierracamp.org/impacts/>.

<sup>12</sup> CALIFORNIA-NEVADA CLIMATE APPLICATIONS PROGRAM, “Sierra Nevada Snowpack,” March 2016. Available at: [http://cnap.ucsd.edu/pdf/files/CNAP\\_Snowpack.pdf](http://cnap.ucsd.edu/pdf/files/CNAP_Snowpack.pdf).

<sup>13</sup> CALIFORNIA NATURAL RESOURCES AGENCY, Safeguarding California: Implementation Action Plans, 95, March 2016, available at <http://resources.ca.gov/docs/climate/safeguarding/Safeguarding%20California-Implementation%20Action%20Plans.pdf>

<sup>14</sup> Three of the five forest fires since 2009 that fall on the top-twenty list occurred in Sierra Nevada counties: the Rush Fire in August 2012 (#2 largest recorded), the Rim Fire in August 2013 (#3 largest), and the Rough Fire in July 2015 (#18 largest). See CALFIRE, Fact Sheet: Top 20 Largest California Wildfires (as of September 11, 2015), available at [http://www.fire.ca.gov/communications/downloads/fact\\_sheets/20LACRES.pdf](http://www.fire.ca.gov/communications/downloads/fact_sheets/20LACRES.pdf).

<sup>15</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Climate Impacts in the Sierra, <http://www.sbcsierracamp.org/impacts/>. See also USA Today, “Yosemite fire is ‘highest priority’ in nation.” August 26, 2013. <http://www.usatoday.com/story/news/nation/2013/08/25/yosemite-fire-san-francisco/2696681/>.

<sup>16</sup> Wildfire strains the region’s and the state’s finances by increasing fire suppression and emergency response costs, damaging homes and structures, increasing fire recovery costs, and damaging both natural resources like timber and water supplies as well as recreational infrastructure. See CALIFORNIA NATURAL RESOURCES AGENCY, Safeguarding California: Implementation Action Plans, 96, March 2016, available at <http://resources.ca.gov/docs/climate/safeguarding/Safeguarding%20California-Implementation%20Action%20Plans.pdf>.

<sup>17</sup> Interview with Diana Madson, Director of Sierra CAMP, March 17, 2016 (hereafter “Madson Interview”).

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- <sup>18</sup> Madson Interview.
- <sup>19</sup> Madson Interview.
- <sup>20</sup> Madson Interview.
- <sup>21</sup> Sierra CAMP Governance Policy, Art. I.
- <sup>22</sup> Sierra CAMP Governance Policy, Art. II.
- <sup>23</sup> Madson Interview.
- <sup>24</sup> Sierra CAMP Governance Policy, Art. VI, sec. 1.
- <sup>25</sup> Sierra CAMP Governance Policy, Art. VI, sec. 1.
- <sup>26</sup> Sierra CAMP Governance Policy, Art. VI, secs. 1, 4.
- <sup>27</sup> Madson Interview.
- <sup>28</sup> Sierra CAMP Governance Policy, Art. VI, sec. 2. The six Sierra sub-regions are defined by the Sierra Nevada Conservancy, a California state agency that is responsible for distributing funding for local projects and offering technical assistance and support, through partnerships with governments, nonprofit organizations, and Tribal entities, to improve the environmental, economic and social well-being of the Sierra Nevada Region and its communities. *See* STATE OF CALIFORNIA, SIERRA NEVADA CONSERVANCY, About Us, <http://www.sierranevada.ca.gov/about-us>. For information on the sub-regions, see <http://www.sierranevada.ca.gov/our-region>.
- <sup>29</sup> Sierra CAMP Governance Policy, Art. VI, sec. 2.
- <sup>30</sup> Sierra CAMP Governance Policy, Art. VI, sec. 5.
- <sup>31</sup> Madson Interview.
- <sup>32</sup> Sierra CAMP Governance Policy, Art. IV, sec. 1. Members benefit from being part of the region’s voice in calling for state funding; building connections with downstream urban areas; participating in best practices discussions for the region’s adaptation and mitigation strategies; showcasing their ideas and projects on through the organization’s marketing and infrastructure; and participating in networking forums with other members, among others. The full body of the Sierra CAMP convenes, on average, twice a year for general meetings, which are also open to the public, though only members in good standing may vote on any matters brought before the group.
- <sup>33</sup> Madson Interview.
- <sup>34</sup> Madson Interview.
- <sup>35</sup> PG&E and other utilities in California create partnerships with local (city or county) governments and nonprofits to promote energy efficiency and leadership in demand side management within communities. These programs are funded by ratepayers and administered by the utility companies.
- <sup>36</sup> Madson Interview.
- <sup>37</sup> Sierra CAMP Governance Policy, Art. V, sec. 1.
- <sup>38</sup> For example, in-kind support might involve full-time equivalent staff time, approved projects, technical assistance, research and data, or use of facilities for events or meeting space.
- <sup>39</sup> Sierra CAMP Governance Policy, Art. V, sec. 1; Madson Interview.
- <sup>40</sup> Madson Interview.
- <sup>41</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Guiding Principles, <http://www.sbcsierracamp.org/guiding-principles/>.
- <sup>42</sup> Sierra CAMP aims to convene organizations with an interest in climate change adaptation and mitigation, in order to: (1) develop a common understanding of vulnerabilities in the region and current strategies to address them, (2) share

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information and best practices, and (3) review and synthesize local climate action plans and projects ready to be implemented, and identify actions to take. Sierra CAMP Governance Policy, Art. III.

<sup>43</sup> Madson Interview.

<sup>44</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Solutions: Forests, <http://www.sbcsierracamp.org/forests/>.

<sup>45</sup> Madson Interview.

<sup>46</sup> Madson, D., Frisch, S., Timmer, K., Elliott, L., Go, L., Vander Kolk, E., Hammett L., and Yin, D. 2016. Sierra Climate Adaptation & Mitigation Partnership Policy Recommendations for 2017 Update of Safeguarding California: Reducing Climate Risk. A report of Sierra Climate Adaptation & Mitigation Partnership and Sierra Business Council. Truckee, CA. Available at [http://www.sbcsierracamp.org/s/CAMP\\_Safeguarding-Policy-Rec-White-Paper\\_2016\\_8\\_9.pdf](http://www.sbcsierracamp.org/s/CAMP_Safeguarding-Policy-Rec-White-Paper_2016_8_9.pdf) (hereafter “Madson et al., Safeguarding Policy Recommendations”).

<sup>47</sup> CivicSpark is a Governor’s Initiative AmeriCorps program that matches local governments and public agencies with program Fellows to provide support for projects that address climate change and water management needs. LOCAL GOVERNMENT COMMISSION, CivicSpark, About, <http://civicspark.lgc.org/about/>.

<sup>48</sup> LOCAL GOVERNMENT COMMISSION, CivicSpark, 2016-17 Climate Projects, <http://civicspark.lgc.org/our-projects/>.

<sup>49</sup> Madson Interview.

<sup>50</sup> The grant was awarded to Truckee Development Associates through the Strategic Growth Council’s Affordable Housing and Sustainable Communities program. See California Strategic Growth Council, 2015 Annual Report to the Legislature (July 1, 2015), Appendix A, available at [http://sgc.ca.gov/pdf/SGC\\_2015\\_Annual\\_Report.pdf](http://sgc.ca.gov/pdf/SGC_2015_Annual_Report.pdf); Sierra Business Council, Press release: Truckee Wins \$8 million Grant to Kick Start Railyard Project (provided by Diana Madson); Truckee Railyard, Press release: \$8 million grant to kick-start multi-acre Truckee Railyard Development. Sierra Sun. July 9, 2015. <http://truckeerailyard.com/press/8-million-grant-to-kick-start-multi-acre-truckee-railyard-development/>. For more information on the Truckee Railyard Project, see <http://truckeerailyard.com/>.

<sup>51</sup> California has set ambitious targets for mitigating climate change (reducing greenhouse gas emissions). In 2005, then-Governor Schwarzenegger issued Executive Order S-03-05, setting targets to reduce greenhouse gas emissions to 1990 levels by 2020, and 80 percent below 1990 levels by 2050. In 2006, the legislature passed Assembly Bill 32, the California Global Warming Solutions Act of 2006, which requires California to reduce emissions to 1990 levels by 2020, and requires the Air Resources Board to develop a Scoping Plan for achieving maximally feasible and cost-effective emissions reductions, and to adopt regulations establishing a cap-and-trade system to achieve the 2020 target. In August 2016 with the passage of SB 32, the legislature formally amended the Global Warming Solutions Act of 2006 to include a target for 2030, requiring a reduction in emissions by 40 percent below 1990 levels by the end of 2030. In addition, California has set targets for increasing renewable electricity and energy efficiency (e.g. SB 350, the Clean Energy and Pollution Reduction Act of 2015), and enacted other laws relating to climate change mitigation. See STATE OF CALIFORNIA, California Climate Change Legislation, <http://www.climatechange.ca.gov/state/legislation.html>.

<sup>52</sup> California has also been active at the state level in preparing for the impacts of climate change. Led by the California Natural Resources Agency (CNRA), the state developed its first Climate Adaptation Strategy in 2009, in response to Executive Order S-13-08 issued by then-Governor Schwarzenegger. In 2014, CNRA updated the plan with the release of *Safeguarding California: Reducing Climate Risk*. See STATE OF CALIFORNIA, California Climate Adaptation Strategy, <http://www.climatechange.ca.gov/adaptation/strategy/>; CALIFORNIA NATURAL RESOURCES AGENCY, Safeguarding California, <http://resources.ca.gov/climate/safeguarding/>. In response to Governor Brown’s Executive Order B-30-15, issued in 2015, California agencies also developed sector-specific Implementation Action Plans to outline the actions being taken to implement the recommendations from *Safeguarding*. CNRA is in the process of developing an draft update to *Safeguarding*, expected to be released in January 2017, pursuant to AB 1482 (approved October 2015), which requires an update to the comprehensive strategy every three years.

<sup>53</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Why Sierra CAMP?, <http://www.sbcsierracamp.org/sierracamp/>.

<sup>54</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Why Sierra CAMP?, <http://www.sbcsierracamp.org/sierracamp/>.

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<sup>55</sup> Madson Interview; SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, ARCCA, <http://www.sbcsierracamp.org/arcca/>.

<sup>56</sup> ALLIANCE OF REGIONAL COLLABORATIVES FOR CLIMATE ADAPTATION, ARCCA's Existing Purpose, <http://www.arccacalifornia.org/about/>.

<sup>57</sup> ALLIANCE OF REGIONAL COLLABORATIVES FOR CLIMATE ADAPTATION, The Urban-Rural Connection, <http://www.arccacalifornia.org/initiatives/the-urban-rural-connection/>.

<sup>58</sup> CivicSpark July 2016 Newsletter; ALLIANCE OF REGIONAL COLLABORATIVES FOR CLIMATE ADAPTATION, The Urban-Rural Connection, <http://www.arccacalifornia.org/initiatives/the-urban-rural-connection/>.

<sup>59</sup> State of California Office of Planning and Research, "An Urban Strategy for California" (1978), available at [https://www.opr.ca.gov/docs/urban\\_strategy.pdf](https://www.opr.ca.gov/docs/urban_strategy.pdf).

<sup>60</sup> Madson Interview.

<sup>61</sup> SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, Comment Letters, <http://www.sbcsierracamp.org/comment-letters/>. All members are considered "default signatories" of any Sierra CAMP official statements, positions, or documents, unless they specifically opt out. Sierra CAMP Governance Policy, Art. VI, sec. 8.

<sup>62</sup> Madson Interview.

<sup>63</sup> Madson et al., Safeguarding Policy Recommendations.

<sup>64</sup> CivicSpark July 2016 Newsletter; Madson Interview. The white paper was developed in part from an initial adaptation report that Sierra CAMP produced through its involvement in Climate Solutions University's 2015 program. Climate Solutions University is the adaptation planning program of the Model Forest Policy Program, a national nonprofit that aims to help communities build climate resilience through sustaining water resources, productive forests, citizens' wellbeing, and thriving economies. MODEL FOREST POLICY PROGRAM, About the Model Forest Policy Program, <http://www.mfpp.org/about/>.

<sup>65</sup> The California Natural Resources Agency (CNRA) is the lead agency in the development of *Safeguarding California* and the mandatory updates to the plan every 3 years.

<sup>66</sup> Madson Interview.

<sup>67</sup> AB 32, the California Global Warming Solutions Act of 2006, requires the Air Resources Board (ARB) to develop a Scoping Plan that would describe the approach for reducing greenhouse gas emissions to the extent technologically feasible and cost-effective (but requiring at a minimum, a reduction to 1990 levels by the year 2020). The Scoping Plan was initially approved in 2008 and by law must be updated every five years. The first update was completed and approved in 2014. Subsequently, Governor Brown established a 2030 GHG emissions reduction target through Executive Order B-30-15, and in 2016, ARB is in the process of developing a second update to the Scoping Plan to reflect this 2030 target. CALIFORNIA ENVIRONMENTAL PROTECTION AGENCY - AIR RESOURCES BOARD, AB 32 Scoping Plan, <http://www.arb.ca.gov/cc/scopingplan/scopingplan.htm>. More recently, the legislature also established this target of reducing emissions 40 percent below 1990 levels by the end of the year 2030, with the passage of SB 32 in August 2016. As of August 2016, Sierra CAMP has provided comments on two documents ARB has developed in its public process of updating the Scoping Plan: a Natural and Working Lands Discussion Paper, dated March 17, 2016, and a draft Concept Paper, dated June 17, 2016. ARB's Natural and Working Lands paper, available at <https://www.arb.ca.gov/cc/scopingplan/meetings/03232016/nwlvisiongoalsdiscussion.pdf>, includes four draft goals: (1) Protection of land and land use; (2) Enhance carbon resilience and ecological function through management and restoration; (3) Innovation to improve ecosystem health and agricultural efficiencies; and (4) Urban forestry and green infrastructure. <http://www.arb.ca.gov/cc/scopingplan/meetings/03232016/nwlvisiongoalsdiscussion.pdf>. ARB's 2030 Target Scoping Plan Update Concept Paper, available at [http://www.arb.ca.gov/cc/scopingplan/document/2030\\_sp\\_concept\\_paper2016.pdf](http://www.arb.ca.gov/cc/scopingplan/document/2030_sp_concept_paper2016.pdf), describes potential policy concepts to achieve the 2030 GHG reduction target.

<sup>68</sup> Letter from Sierra CAMP to California Air Resources Board Chair, Mary Nichols, Re: 2030 Scoping Plan Concept Paper [draft dated June 17, 2016], at 4. July 8, 2016. Available at



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<http://static1.squarespace.com/static/5556377fe4b0799dab4ec704/t/5797faff20099ea19196e9f4/1469577984701/2030ScopingPlan.pdf>. (Hereafter “Sierra CAMP 2030 Scoping Plan Concept Paper Comments”).

<sup>69</sup> Sierra CAMP 2030 Scoping Plan Concept Paper Comments, at 4. Under California’s SB 535, twenty-five percent of cap-and-trade revenues (allocated through the Greenhouse Gas Reduction Fund, or GGRF, and appropriated through the state budget process) must be spent to directly benefit residents in disadvantaged communities (DACs) and at least ten percent of the funding must go to projects located within DACs. DACs are determined using the CalEnviroScreen 2.0 methodology, which uses environmental characteristics in conjunction with population and socioeconomic indicators like poverty and unemployment rates (the tool was updated to CalEnviroScreen 3.0 in January 2017; see <http://oehha.ca.gov/media/downloads/calenviroscreen/report/ces3report.pdf>). Although the Sierra Nevada region has a relatively higher incidence of low-income households and unemployment compared to the state average, Sierra communities are often precluded from consideration for GGRF funds due to the emphasis on pollutants that are not measured or do not occur in rural areas like the Sierra Nevada region, in designating DACs. According to Sierra CAMP’s analysis, the region received less than two percent of total GGRF funds and was only eligible to apply for forty-nine percent of the total 2014-2015 GGRF funds. See SIERRA CLIMATE ADAPTATION & MITIGATION PARTNERSHIP, *The State of Cap-and-Trade Spending in the Sierra Nevada*. Available at [http://static1.squarespace.com/static/5556377fe4b0799dab4ec704/t/5757588207eaa0f05c3743f6/1465342083185/CAMP\\_Reduced+Size+Map+of+GGRF+Projects+in+the+Sierra\\_2016\\_05\\_31.pdf](http://static1.squarespace.com/static/5556377fe4b0799dab4ec704/t/5757588207eaa0f05c3743f6/1465342083185/CAMP_Reduced+Size+Map+of+GGRF+Projects+in+the+Sierra_2016_05_31.pdf). Sierra CAMP has recommended elsewhere that the state reform DAC screening criteria and funding implementation processes to account for all disadvantaged people. See, e.g., Madson et al., *Safeguarding Policy Recommendations*, at 14-16. In August 2016, the California Legislature passed AB 1550, which modifies required allocations from the GGRF to projects benefiting and/or within DACs and adds new requirements intended to benefit low-income households and/or communities that do not qualify as DACs. Under AB 1550, the state will require that a minimum of 25 percent of funds be allocated to projects located within, and benefiting individuals living in, DACs; and will require additional minimum funding allocated to projects benefiting “low-income households” or to projects within, and benefiting individuals living in, “low-income communities” that are located: (1) anywhere in the state (minimum 5 percent), and (2) outside of but within a ½ mile of a DAC (another minimum 5 percent). CALIFORNIA LEGISLATIVE INFORMATION, *AB-1550 Greenhouse gases: investment plan: disadvantaged communities (2015-2016)*, [http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=201520160AB1550](http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201520160AB1550). Sierra CAMP also expressed support for an earlier version of AB 1550, which would have required a larger proportion of allocation to project benefiting low-income households than the version that passed.

<sup>70</sup> Letter from Sierra CAMP to Senate President Pro Tempore, Kevin de Leon, and Speaker of the Assembly, Anthony Rendon, Re: Support for GGRF Funding for Healthy Forests. March 26, 2016. Available at [http://static1.squarespace.com/static/5556377fe4b0799dab4ec704/t/575605184d088e475889aeed/1465255193255/CAMP\\_SenBudget\\_HealthyForestsLtr\\_2016\\_05\\_26.pdf](http://static1.squarespace.com/static/5556377fe4b0799dab4ec704/t/575605184d088e475889aeed/1465255193255/CAMP_SenBudget_HealthyForestsLtr_2016_05_26.pdf). In Fiscal Year 2015-16, only \$8 million of a total \$1.4 billion was appropriated from the GGRF for natural resources and waste diversion programs, and of this only \$2 million went towards wetland and watershed restoration projects, with no money allocated for sustainable forest projects. See CALIFORNIA AIR RESOURCES BOARD, *Auction Proceeds Budget Appropriations*, <https://www.arb.ca.gov/cc/capandtrade/auctionproceeds/budgetappropriations.htm>; CALIFORNIA AIR RESOURCES BOARD, “Greenhouse Gas Reduction Fund Programs – Appropriations as of September 2015,” available at <https://www.arb.ca.gov/cc/capandtrade/auctionproceeds/summaryproceedsappropriations.pdf>.

<sup>71</sup> SB 1386, which passed in August 2016, establishes a state policy that “the protection and management of natural and working lands is an important strategy in meeting the state’s greenhouse gas emissions reduction goals.” SB 1386 also directs state agencies to consider this policy “when revising, adopting, or establishing policies, regulations, expenditures or grant criteria relating to the protection and management of natural and working lands,” and to implement the requirement along with other strategies to meet GHG reduction goals. CALIFORNIA LEGISLATIVE INFORMATION, *SB-1386 Resource conservation: working and natural lands (2015-2016)*, [http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=201520160SB1386](http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201520160SB1386). See also Letter from Sierra CAMP to the California State Senator Lisa Wolk, Re: SB 1386 (Wolk) – Support: Resource conservation: working and natural lands. May 18, 2016. Available at [http://static1.squarespace.com/static/5556377fe4b0799dab4ec704/t/575604db4d088e475889ad46/1465255132285/CAMP\\_SB1386Ltr\\_2016\\_05.pdf](http://static1.squarespace.com/static/5556377fe4b0799dab4ec704/t/575604db4d088e475889ad46/1465255132285/CAMP_SB1386Ltr_2016_05.pdf).

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<sup>72</sup> Sierra CAMP expressed support for AB 1550, which adds a requirement that a portion of GGRF funds be spent on projects that benefit low-income households. This requirement is separate from and in addition to required investments benefiting or within Disadvantaged Communities (DACs), as defined by CalEnviroScreen 2.0. Letter from Sierra CAMP to California Assembly Appropriations Committee Chair Lorena Gonzalez, Re: AB 1550 (Gomez): SUPPORT: Greenhouse gases: Investment Plan: Disadvantaged Communities. May 18, 2016. Available at [http://static1.squarespace.com/static/5556377fe4b0799dab4ec704/t/5756045c4d088e475889a939/1465255005837/CAMP\\_AB1550Ltr\\_2016-05-03.pdf](http://static1.squarespace.com/static/5556377fe4b0799dab4ec704/t/5756045c4d088e475889a939/1465255005837/CAMP_AB1550Ltr_2016-05-03.pdf). See also CALIFORNIA LEGISLATIVE INFORMATION, AB-1550 Greenhouse gases: investment plan: disadvantaged communities (2015-2016), [http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=201520160AB1550](http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201520160AB1550). The bill's author noted: "While CalEnviroScreen is a valuable tool for capturing cumulative impacts in communities, it is widely recognized that there are poor and working-class households that lie outside of DACs – but that struggle to make ends meet and spend a large portion of their incomes on necessities – such as energy, water, housing, and transportation. If we wish to foster a shared, statewide commitment to tackling pressing environmental issues, we must take advantage of opportunities to reduce greenhouse gas emissions and build sustainable communities while lifting poor and working Californians out of poverty." See Senate Floor Analyses, AB 1550, Aug. 24, 2016: [http://leginfo.legislature.ca.gov/faces/billAnalysisClient.xhtml?bill\\_id=201520160AB1550#](http://leginfo.legislature.ca.gov/faces/billAnalysisClient.xhtml?bill_id=201520160AB1550#). AB 1550 passed in August 2016, adding new minimum allocations for projects benefiting low-income households or communities that do not qualify as "disadvantaged communities" (5 percent for any low-income areas in the state, and 5 percent for low-income areas outside of by nearby to DACs). The version of the bill that passed requires a smaller minimum allocation to projects benefiting low-income households or in low-income communities than the earlier version of the bill (which had proposed that the investment plan allocate a minimum of 25 percent to projects benefiting low-income households).

<sup>73</sup> Madson Interview. The National Disaster Resilience Competition, carried out by the U.S. Department of Housing and Urban Development in collaboration with the Rockefeller Foundation, competitively awarded nearly \$1 billion in HUD Disaster Recovery funding to eligible states and communities affected by presidentially-declared disaster events. See U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, National Disaster Resilience Competition Phase 2 Fact Sheet, June 2015, available at <http://portal.hud.gov/hudportal/documents/huddoc?id=NDRCFactSheetFINAL.pdf>.

<sup>74</sup> See U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, Press Release, HUDNo\_16-006, "HUD awards \$1 billion through National Disaster Resilience Competition," January 21, 2016. [http://portal.hud.gov/hudportal/HUD?src=/press/press\\_releases\\_media\\_advisories/2016/HUDNo\\_16-006](http://portal.hud.gov/hudportal/HUD?src=/press/press_releases_media_advisories/2016/HUDNo_16-006).

<sup>75</sup> See TUOLUMNE COUNTY, National Disaster Resilience Competition, <http://www.tuolumnecounty.ca.gov/index.aspx?NID=951>; California Department of Housing and Community Development, NDRC – Application, <http://www.hcd.ca.gov/nationaldisaster/ndrc-application.html>.

<sup>76</sup> See, e.g., Letter from the Alliance of Regional Collaboratives for Climate Adaptation to California Air Resources Board Chair, Mary Nichols, Re: Scoping Plan 2030 – Natural and Working Lands Discussion Paper. April 6, 2016. Available at, [http://www.arccacalifornia.org/wp-content/uploads/2016/03/ARCCA\\_WorkingLandsDiscussionPaper\\_CommentLetter\\_2016\\_04\\_06.pdf](http://www.arccacalifornia.org/wp-content/uploads/2016/03/ARCCA_WorkingLandsDiscussionPaper_CommentLetter_2016_04_06.pdf).

<sup>77</sup> For example, SB 1386 establishes a state policy that "the protection and management of natural and working lands is an important strategy in meeting the state's greenhouse gas emissions reduction goals." California Legislative Information, SB-1386 Resource conservation: working and natural lands (2015-2016), [http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=201520160SB1386](http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201520160SB1386). AB 2480 establishes a state policy that "source watersheds are recognized and defined as integral components of California's water infrastructure" and make expenses for maintaining and repairing source watersheds as eligible for the same forms of financing as other water collection and treatment infrastructure. California Legislative Information, AB-2480 Source watersheds: financing (2015-2016), [http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=201520160AB2480](http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201520160AB2480).

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