



Bay Area
Regional
Collaborative

375 Beale Street
Suite 700
San Francisco, California
94105

Meeting Agenda - Final

Bay Area Regional Collaborative

Chair, Jesse Arreguin, Mayor, City of Berkeley
*Vice Chair, Zach Wasserman, SF Bay Conservation and
Development Commission*

Friday, July 21, 2023

10:00 AM

Board Room - 1st Floor

Special Meeting

This meeting shall consist of a simultaneous teleconference call at the following location(s):

Napa County Administration Building, CEO Office – 1195 Third Street, Suite 310, Napa, CA
94559

Scott Haggerty Heritage House, 4501 Pleasanton Ave, Pleasanton, CA 94566
Mountain View City Hall, 500 Castro Street, 3rd Floor Clerks Office Conference Room,
Mountain View, CA 94041

STA Office, 423 Main Street (2nd Floor-Mankas Corner CR), Suisun City, CA 94585

A Zoom panelist link for meeting participants will be sent separately to Committee members. Meeting attendees may opt to attend in person for public comment and observation at 375 Beale Street, Board Room (1st Floor). In-person attendees must adhere to posted public health protocols while in the building. The meeting webcast will be available at: <https://barc.ca.gov/whats-happening/meetings/live-webcast>. Members of the public are encouraged to participate remotely via Zoom at the following link or phone number. Committee members and members of the public participating by Zoom wishing to speak should use the “raise hand” feature or dial “*9”. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: <https://bayareametro.zoom.us/j/83635185313>

Or One tap mobile: US: +13462487799,,82642783666# or +14086380968,,82642783666#

Join by Telephone: (for higher quality, dial a number based on your current location):

US: 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)

Webinar ID: 836 3518 5313

International numbers available: <https://bayareametro.zoom.us/j/kborLDDAUo>

SIP: 83635185313@zoomcrc.com

Detailed instructions on participating via Zoom are available at:

<https://abag.ca.gov/zoom-information>

Members of the public may participate by phone or Zoom or may submit comments by email at info@bayareametro.gov by 5:00 p.m. the day before the scheduled meeting date. Please include the committee or board meeting name and agenda item in the subject line

The BARC Governing Board may act on any item on the agenda.
The meeting is scheduled to begin at 10:00 a.m.
Agenda, roster, and webcast available at <https://barc.ca.gov>
For information, contact Clerk of the Board at (415) 778-5218.

Governing Board Members

ABAG—Jesse Arreguin, David Rabbitt, Belia Ramos, Pat Eklund
BAAQMD—David Haubert, Mark Ross, Margaret Abe-Koga
BCDC—John Gioia, Dave Pine, Zack Wasserman, Rebecca Eisen
MTC—Alfredo Pedroza, Jim Spering, Eddie Ahn, Sue Noack

1. Call to Order / Roll Call / Confirm Quorum

2. Governing Board Member Announcements

3. Chair's Report

3.a **23-0894** Chair's Report for July 21, 2023

Action: Information

Presenter: Chair Arreguin

4. Consent Calendar

4.a [23-0895](#) Approving the Minutes of the March 17th Governing Board Meeting

Action: Approval

Presenter: Clerk of the Board

Attachments: [Item 4.a BARC GB Minutes 20230317 Draft.pdf](#)

4.b [23-0897](#) BARC Draft Budget Fiscal Year 2023-2024

Action: Approval

Presenter: Allison Brooks

Attachments: [Item 4.b Draft BARC Memo and Budget Memo FY2024 07 21 23.pdf](#)

5. BARC Member Agency Executive Director Updates

- 5.a [23-0898](#) California State Coastal Conservancy report for July 21, 2023
Action: Information
Presenter: Amy Hutzel
- 5.b [23-0899](#) San Francisco Bay Conservation and Development Commission
Action: Information
Presenter: Larry Goldzband
- 5.c [23-0900](#) Bay Area Air Quality Management District
Action: Information
Presenter: Dr. Phillip M. Fine
- 5.d [23-0901](#) San Francisco Bay Regional Water Quality Control Board
Action: Information
Presenter: Eileen White
- 5.e [23-0902](#) Association of Bay Area Governments and Metropolitan Transportation Commission
Action: Information
Presenter: Andrew Fremier

6. BARC Executive Director's Update

- 6.a [23-0903](#) Report from BARC's Executive Director
Action: Information
Presenter: Allison Brooks

7. Systems Mapping Project

- 7.a [23-0904](#) Presentation and Discussion of Systems Thinking Analyses of Climate Adaptation in SF Bay Area, Preliminary Report
Action: Information
Presenter: Josh Bradt and Allison Brooks, BARC
Matt Chadsey, Non-Linear Ventures
Shelley Jiang, AECOM Technical Services
Attachments: [Item 7.a BARC GB July presentation 20230721.pdf](#)
[Additional Information - June 2nd Transcript.pdf](#)

8. Ounce of Prevention Study

[23-0991](#) Presentation of and Discussion of Ounce of Prevention: Advancing Equitable Climate Resilience Planning Report

Action: Information

Presenter: Kristopher Eclarino, Technical Project Manager, Climate Resolve
Michael McCormick, President, Farallon Strategies
Christina Oraftik, Project Associate, Farallon Strategies

Attachments: [Item 8. a Ounce of Prevention PPT 7-3-2023.pdf](#)

9. Public Comment

10. Meeting Adjournment

The next meeting of the BARC Governing Board will be on Friday September 15, 2023 at 10:00 a.m.

The Governing Board may take action on any item listed in the agenda.

This meeting is scheduled to end promptly at 12:00 p.m. Agenda items not considered by that time may be deferred.

The public is encouraged to comment on agenda items by completing a request-to-speak card and giving it to BARC staff or the chairperson.

Although a quorum of the Governing Board may be in attendance at this meeting, the Governing Board may take action only on those matters delegated to it. The Governing Board may not take any action as the Bay Area Regional Collaborative Governing Board unless this meeting has been previously noticed as a Bay Area Regional Collaborative Governing Board meeting.



Legislation Details (With Text)

File #: 23-0895 **Version:** 1 **Name:**

Type: Minutes **Status:** Consent

File created: 6/5/2023 **In control:** Bay Area Regional Collaborative

On agenda: 7/21/2023 **Final action:**

Title: Approving the Minutes of the March 17th Governing Board Meeting

Sponsors:

Indexes:

Code sections:

Attachments: [Item 4.a BARC GB Minutes 20230317 Draft.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Approving the Minutes of the March 17th Governing Board Meeting

Presenter:
Clerk of the Board

Recommended Action:
Approval



375 Beale Street
Suite 700
San Francisco, California
94105

Meeting Minutes - Draft

Bay Area Regional Collaborative

Chair, Jesse Arreguin, Mayor, City of Berkeley
Vice Chair, Vacant

Friday, March 17, 2023

10:00 AM

Hybrid (In-Person Option Available)

This meeting shall consist of a simultaneous teleconference call at the following location(s):

Napa County Administration Building, 1195 Third Street, Suite 310-Crystal Conference Room,
Napa, CA 94559

Contra Costa Board of Supervisors Building, 11780 San Pablo Ave., Suite D, El Cerrito, CA
94530

Scott Haggerty Heritage House, 4501 Pleasanton Ave, Pleasanton, CA 94566

A Zoom panelist link for meeting participants will be sent separately to Committee members.

Meeting attendees may opt to attend in person for public comment and observation at 375 Beale Street, Board Room (1st Floor). In-person attendees must adhere to posted public health protocols while in the building. The meeting webcast will be available at:

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Attendee Link: <https://bayareametro.zoom.us/j/82642783666>

Or One tap mobile: US: +13462487799,,82642783666# or +14086380968,,82642783666#

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For information, contact Clerk of the Board at (415) 778-5218.

Governing Board Members

ABAG—Jesse Arreguin, David Hudson, David Rabbitt, Belia Ramos
BAAQMD—David Haubert, John J. Bauters, Mark Ross
BCDC—John Gioia, Dave Pine, Zack Wasserman, Rebecca Eisen
MTC—Alfredo Pedroza, Jim Spering

1. Call to Order / Roll Call / Confirm Quorum

Vice Chair Arreguin called the meeting to order at 10:05 a.m. Quorum was achieved at 10:06 a.m

Present: 7 - Arreguin, Gioia, Ramos, Ross, Spering, Wasserman, and Eisen

Absent: 6 - Bauters, Haubert, Hudson, Pedroza, Pine, and Rabbitt

2. Governing Board Member Announcements

There were no Governing Board Member Announcements

3. Chair's Report

3.a [23-0331](#) Chair's Report for March 17, 2023

There was no Chair's Report

4. Consent Calendar

4.a [23-0332](#) Approving of the Minutes of the January 17, 2023 BARC Governing Board

Upon the motion by Arreguin and the second by Wasserman the Consent Calendar was approved. The motion passed by the following vote:

Aye: 7 - Arreguin, Gioia, Ramos, Ross, Spering, Wasserman and Eisen

Absent: 6 - Bauters, Haubert, Hudson, Pedroza, Pine and Rabbitt

4.b [23-0491](#) Appointment of the Vice Chair to the BARC Governing Board for the term 2023-2025

Upon the motion by Ramos and the second by Spering the appointment of Board Member Zack Wasserman to Vice Chair of the BARC Governing Board was approved.. The motion passed by the following vote:

Aye: 7 - Arreguin, Gioia, Ramos, Ross, Spering, Wasserman and Eisen

Absent: 6 - Bauters, Haubert, Hudson, Pedroza, Pine and Rabbitt

5. BARC Member Agency Executive Director Updates

- 5.a [23-0334](#) Bay Area Air Quality Management District report for March 17, 2023
- 5.b [23-0335](#) San Francisco Bay Regional Water Quality Control Board
- 5.c [23-0336](#) Association of Bay Area Governments and Metropolitan Transportation
- 5.d [23-0338](#) San Francisco Bay Conservation and Development Commission
Jessica Fain gave the report.

6. BARC Executive Directors Update

- 6.a [23-0339](#) Report from the BARC Executive Director
Allison Brooks gave the report.

7. Presentation by ABAG/MTC & BCDC

Rachael Hartofelis and Dana Brechwald gave the report.

- 7.a [23-0340](#) Sea Level Rise Funding and Investment Framework Final Presentation
Kate Hartley gave the report.

8. Presentation by BAHFA

- 8.a [23-0333](#) Overview of Bay Area Housing Finance Authority (BAHFA) and Regional Funding Measure

9. Public Comment

Joe gave public comment

10. Adjournment/Next Meeting

The meeting was adjourned at 11:43 a.m.



Legislation Details (With Text)

File #: 23-0897 **Version:** 1 **Name:**

Type: Action Item **Status:** Consent

File created: 6/5/2023 **In control:** Bay Area Regional Collaborative

On agenda: 7/21/2023 **Final action:**

Title: BARC Draft Budget Fiscal Year 2023-2024

Sponsors:

Indexes:

Code sections:

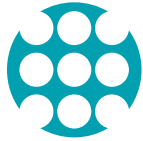
Attachments: [Item 4.b Draft BARC Memo and Budget Memo FY2024 07_21_23.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
BARC Draft Budget Fiscal Year 2023-2024

Presenter:
Allison Brooks

Recommended Action:
Approval



**Bay Area
Regional
Collaborative**

DATE: July 21, 2023
TO: BARC Governing Board
FROM: Allison Brooks, BARC Executive Director
RE: *Draft BARC Budget for Fiscal Year 2024*

The proposed Draft BARC Budget for Fiscal Year 2024 (FY24) is being presented to the BARC Governing Board for approval. Final approval is contingent on the budget contributions by the Association of Bay Area Governments (ABAG), the Bay Area Air Quality Management District (BAAQMD) and Metropolitan Transportation Commission (MTC) being approved by their respective governing bodies.

The Draft BARC FY24 Budget has increased by \$43,847 in comparison to the approved FY23 budget. This adjustment is largely based on increases to staffing and overhead costs. BARC staff is proposing keeping expenses associated with consultant support and general operating largely consistent with the FY23 budget. These resources will be used to continue to deliver outcomes related to the BARC Shared Work Plan. BARC staff will provide a completed budget vs. actuals report for FY23 to the BARC Governing Board once those numbers are finalized.

**BARC 3-Year Operational Budget Comparison
Fiscal Years 2022, 2023, 2024 (Draft)**

	FY22	FY23	FY24 (Draft)	NOTES
Salary + Benefits + Overhead (MTC)	\$ 738,134	\$ 782,459	\$ 829,328	Executive Director, Program Coordinator, Part-time Admin (2.4 person month)
Subtotals	\$ 738,134	\$ 782,459	\$ 829,328	
General Operations	\$ 50,500	\$ 36,000	\$ 26,500	Travel, training, membership, events
Subtotals	\$ 50,500	\$ 36,000	\$ 26,500	
Contingency	\$ 126,000	\$ 400,000	\$ 406,478	Consultants to support shared work plan + communications
Subtotals	\$ 126,000	\$ 400,000	\$ 406,478	
Totals	\$ 925,688	\$ 1,218,459	\$ 1,262,306	
AGENCY CONTRIBUTIONS				
MTC Total (35% =)	\$ 323,984	\$426,461	\$ 441,807	
BAAQMD Total (35% =)	\$ 138,850	\$426,461	\$ 441,807	
ABAG total (15% =)	\$ 323,984	\$182,769	\$ 189,346	
BCDC Total (15% =)	\$ 138,850	\$182,769	\$ 189,346	
TOTALS	\$ 925,668	\$ 1,218,459	\$ 1,262,306	



Legislation Details (With Text)

File #: 23-0898 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 6/5/2023 **In control:** Bay Area Regional Collaborative

On agenda: 7/21/2023 **Final action:**

Title: California State Coastal Conservancy report for July 21, 2023

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
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Subject:
California State Coastal Conservancy report for July 21, 2023

Presenter:
Amy Hutzal

Recommended Action:
Information



Legislation Details (With Text)

File #: 23-0899 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 6/5/2023 **In control:** Bay Area Regional Collaborative

On agenda: 7/21/2023 **Final action:**

Title: San Francisco Bay Conservation and Development Commission

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
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Subject:
San Francisco Bay Conservation and Development Commission

Presenter:
Larry Goldzband

Recommended Action:
Information



Legislation Details (With Text)

File #: 23-0900 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 6/5/2023 **In control:** Bay Area Regional Collaborative

On agenda: 7/21/2023 **Final action:**

Title: Bay Area Air Quality Management District

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
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Subject:

Bay Area Air Quality Management District

Presenter:

Dr. Phillip M. Fine

Recommended Action:

Information



Legislation Details (With Text)

File #: 23-0901 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 6/5/2023 **In control:** Bay Area Regional Collaborative

On agenda: 7/21/2023 **Final action:**

Title: San Francisco Bay Regional Water Quality Control Board

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
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Subject:
San Francisco Bay Regional Water Quality Control Board

Presenter:
Eileen White

Recommended Action:
Information



Legislation Details (With Text)

File #: 23-0902 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 6/5/2023 **In control:** Bay Area Regional Collaborative

On agenda: 7/21/2023 **Final action:**

Title: Association of Bay Area Governments and Metropolitan Transportation Commission

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
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Subject:
Association of Bay Area Governments and Metropolitan Transportation Commission

Presenter:
Andrew Fremier

Recommended Action:
Information



Legislation Details (With Text)

File #: 23-0903 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 6/5/2023 **In control:** Bay Area Regional Collaborative

On agenda: 7/21/2023 **Final action:**

Title: Report from BARC's Executive Director

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
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Subject:

Report from BARC's Executive Director

Presenter:

Allison Brooks

Recommended Action:

Information



Legislation Details (With Text)

File #: 23-0904 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 6/5/2023 **In control:** Bay Area Regional Collaborative

On agenda: 7/21/2023 **Final action:**

Title: Presentation and Discussion of Systems Thinking Analyses of Climate Adaptation in SF Bay Area, Preliminary Report

Sponsors:

Indexes:

Code sections:

Attachments: [Item 7.a BARC GB July presentation 20230721.pdf](#)
[Additional Information - June 2nd Transcript.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Presentation and Discussion of Systems Thinking Analyses of Climate Adaptation in SF Bay Area, Preliminary Report

Presenter:
Josh Bradt and Allison Brooks, BARC
Matt Chadsey, Non-Linear Ventures
Shelley Jiang, AECOM Technical Services

Recommended Action:
Information

BARC Systems Mapping

Observations, Challenges, and Opportunities

Matt Chadsey, Nonlinear Ventures
Shelley Jiang, AECOM

A note on accessibility

This document has been created with accessibility in mind. If you require any assistance interpreting technical images, please contact Mimi Heft at mheft@bayareametro.gov.

Agenda

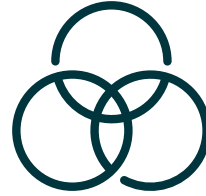
1. Objectives and our approach – a quick refresher
2. Baseline distinctions
3. Observations, challenges, and opportunities
4. Areas for further analysis

Project Objectives



Map the Existing System

Delineate how **BARC member agencies** and **state and federal partners** currently address climate resilience and adaptation



Identify Challenges & Opportunities

Identify **gaps, overlaps, and areas for improvement** to support regional adaptation planning and implementation



Lay the Groundwork

Consider next steps to help **advance adaptation planning and technical assistance** in the region

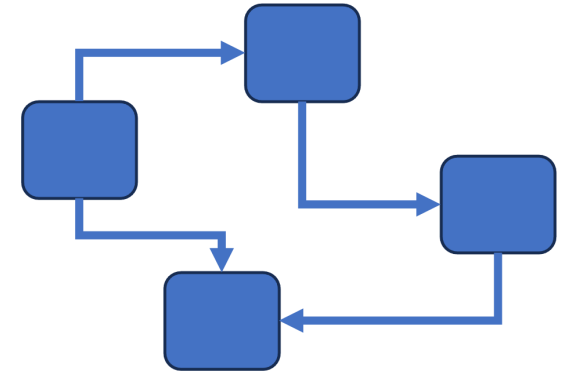
Our Approach

Landscape Analysis

Interviews

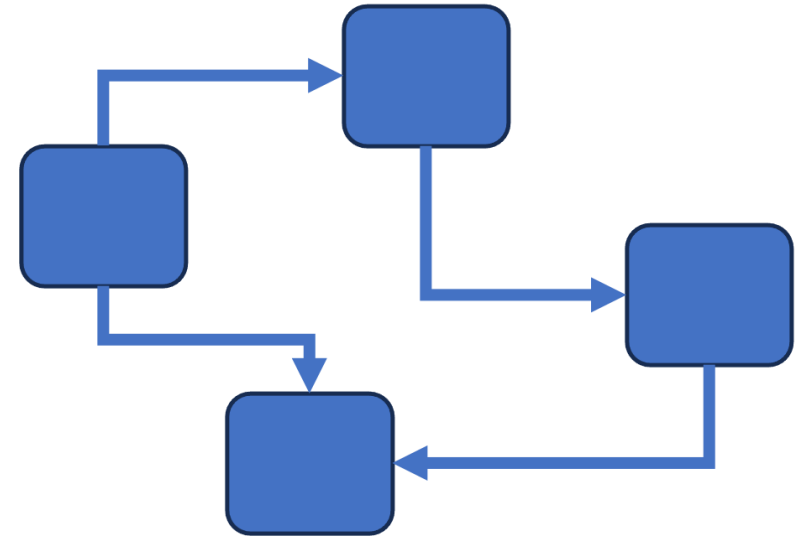
Stakeholder Engagement

Adaptation Maps



Why system maps?

- Illustrate complex relationships
- Provide more accessible content
- Make clear distinctions
- Tell a story with structure

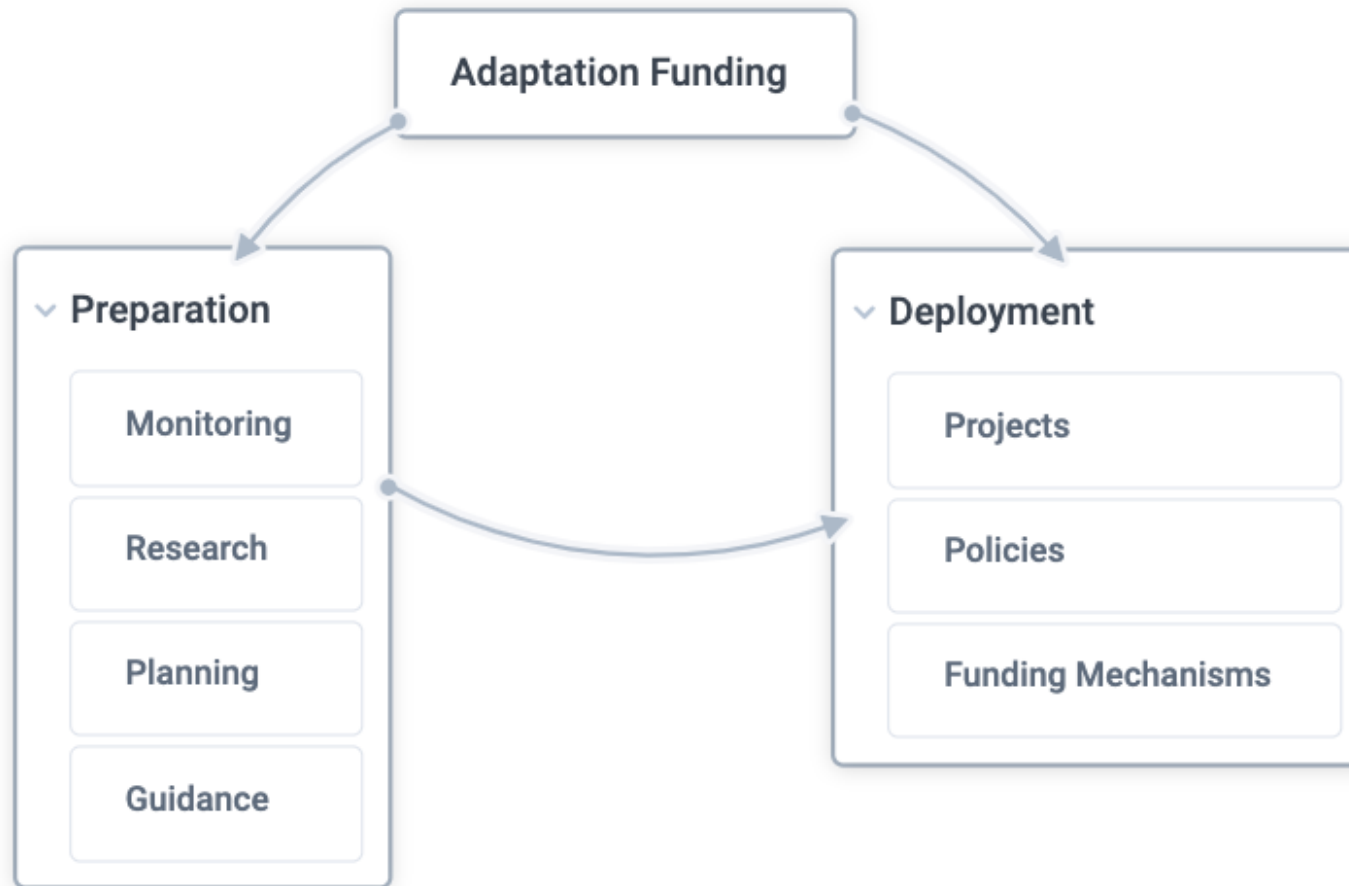


Baseline Distinctions

Baseline Distinctions: Adaptation

“Changes in processes, practices, and structures to moderate potential damages or to benefit from opportunities associated with climate change.”

- United Nations Framework Convention on Climate Change



Baseline Distinctions: Hazards

Wildfire / Air Quality



Photo: Cal FIRE

Coastal Flooding



Photo: Port of San Francisco

Inland Flooding



Photo: Sonoma County

Drought



Photo: USGS - Rick Myrick

Extreme Heat

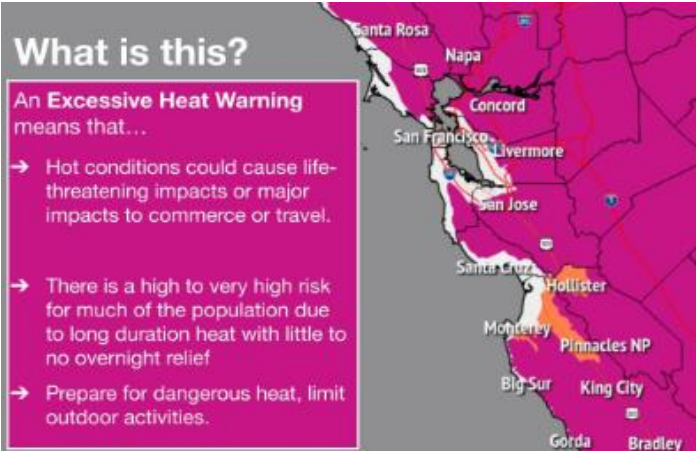


Image: National Weather Service

Water Quality



Photo: City of Palo Alto

Baseline Distinctions: Impacts

Service Interruptions

Emergency Services

Energy

Government Operations

Medical / Emergency Facilities

Ports / Shipping

Schools

Telecommunications

Transportation

Water / Storm Water Systems

Water Supply

Agriculture / Marine Loss

Crop / Fishery Failure

Reduced Production

Structural Damage

Commercial

Critical

Residential

Human Well-Being

Acute Injury / Death

Chronic Illness

Reduced Mental Health

Community Well-Being

Decreased Tourism

Food Access / Security

Housing Shortage

Population Migration

Reduced Access to Cultural Resources

Reduced Access Parks / Open Space

Reduced Well-Being / Equity

Reduced Water Supply/Quality

Hazardous Material Release

Reduced Potable Water Capture

Seawater Intrusion

Ecosystem Damage

Erosion

Estuary Function

Land Inundation

Landslides

Reduced Species Health

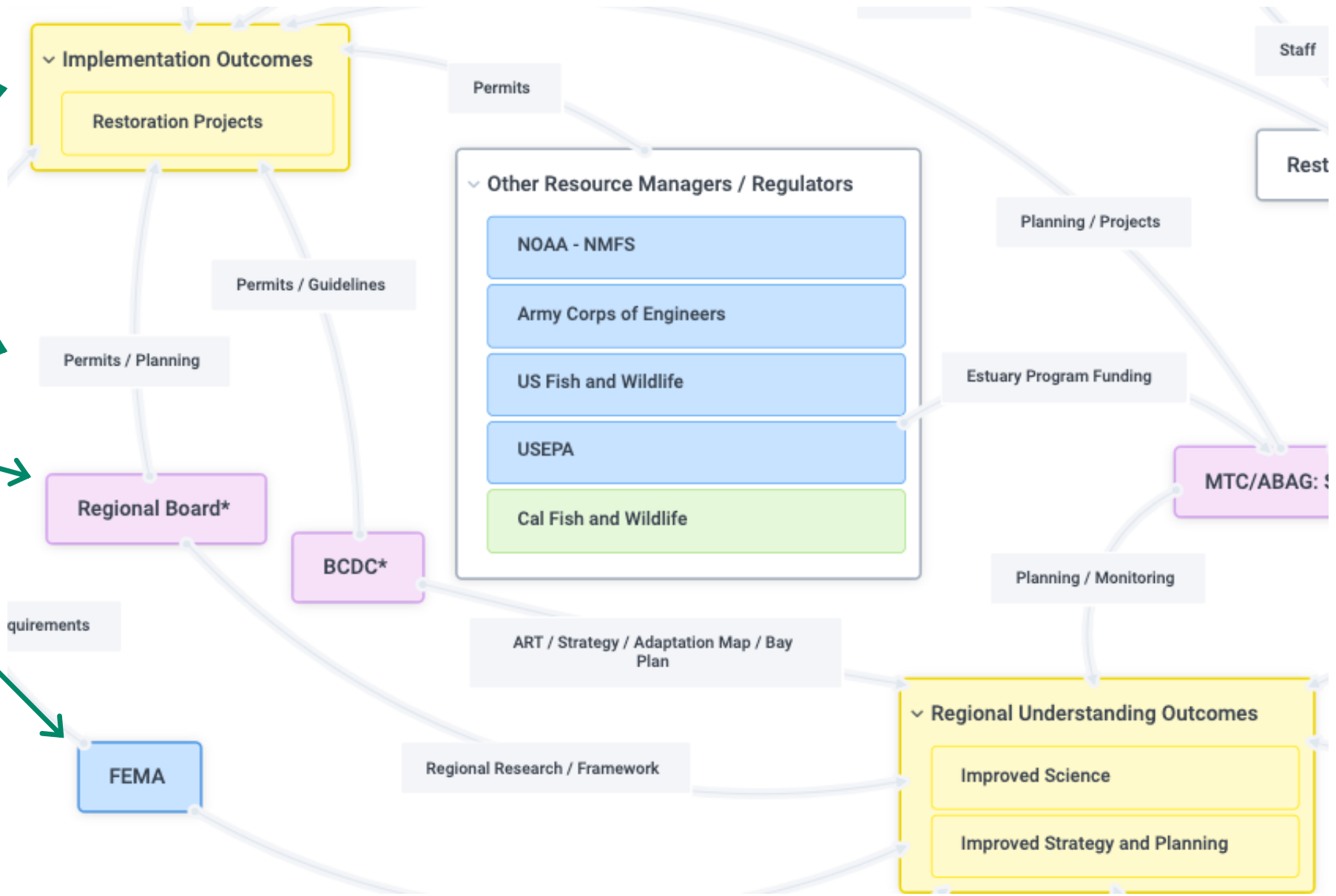
Observations, Challenges, Opportunities

Map Orientation

1) Outcomes

2) Activities

3) Agencies



Most agencies are incorporating adaptation in their work

Agencies are moving adaptation from an add-on activity to a fully integrated part of their programs

Federal

Commerce

- NOAA

U.S. EPA

Health & Human Services

Homeland Security

- FEMA

Housing & Urban Dev

Dept. of the Interior

- USGS
- US Fish and Wildlife

Transportation

US Army

- Corps of Engineers

USDA

- Agricultural Research Service
- Forest Service
- Nat Res Conservation Service

State

Office of Emergency Services

CalEPA

- Air Resources Board
- State Water Resources Control Board

Food and Agriculture

Health and Human Services

- Community Services and Development

Dept. of General Services

- Building Standards Commission

Industrial Relations

- CalOSHA

Office of Policy and Research (OPR)

Public Health

Public Utilities Commission

Strategic Growth Council

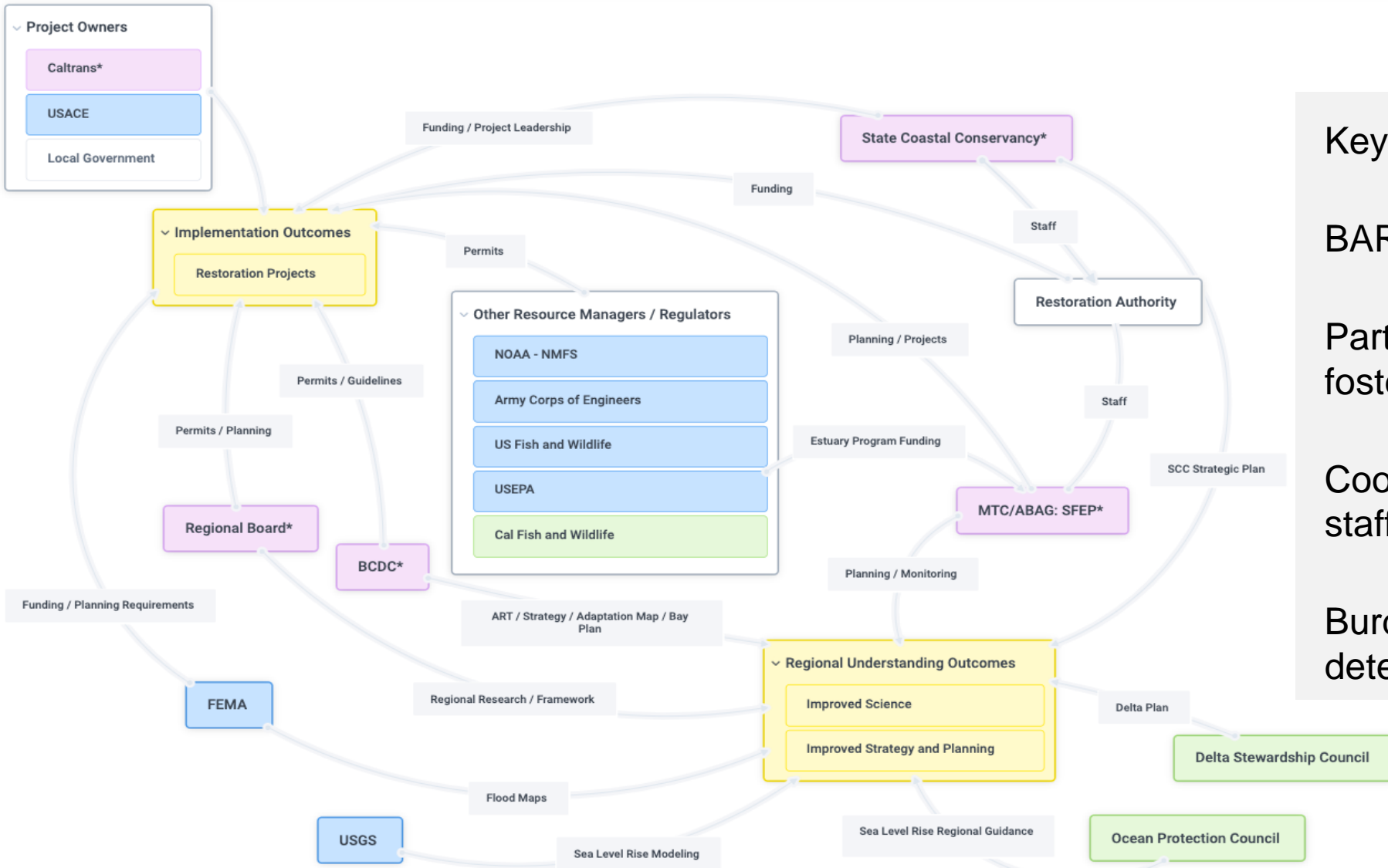
Caltrans

State (continued)

Natural Resources Agency

- BCDC
- State Coastal Commission
- California Coastal Conservancy
- Conservation
- Delta Conservancy
- Delta Stewardship Council
- Energy Commission
- Energy Infrastructure Safety
- Fish and Wildlife
- Forestry and Fire Protection
- Ocean Protection Council
- Parks and Recreation
- State Lands Commission
- Water Resources

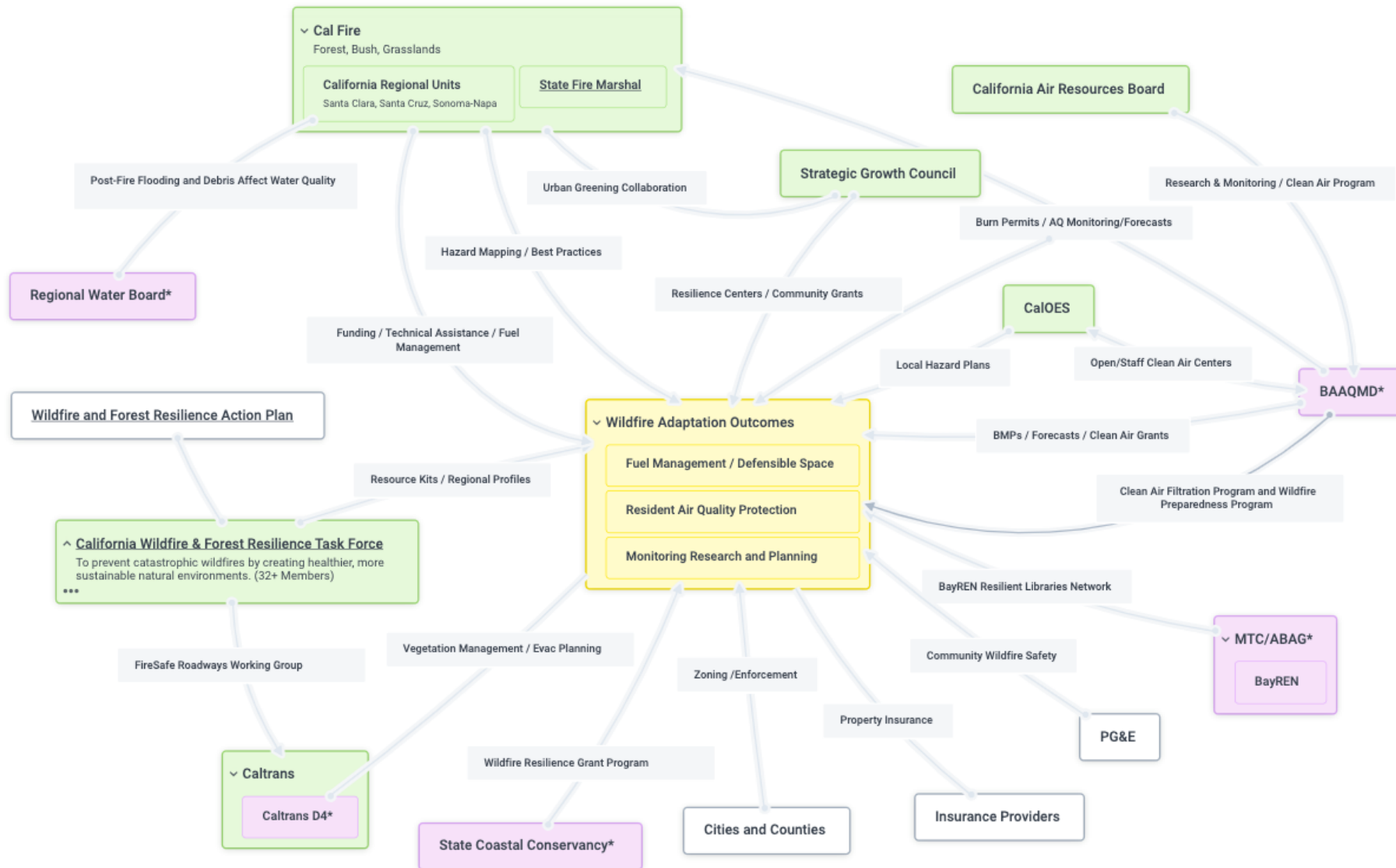
Agencies engaged in sea level rise adaptation



Key observations:

- BARC members are highly engaged
- Partnering builds knowledge and fosters innovation
- Coordination is expensive in time, staff, and money
- Burden on project owners to determine how to connect

Agencies engaged in wildfire and related air quality adaptation



Key observation:
 Most wildfire adaptation occurs through state and local agencies.
 Is there a bigger role for regional entities?

Funding can be piecemeal

Example Funding Sources: San Francisco Estuary Partnership

Delta Stewardship Council

Department Water Resources

IRWMP

Local Partner Match

Measure AA

Other bonds (various)

Proposition 1 Water Bond

Proposition 84

Regional Water Board

State Coastal Conservancy

US EPA

A wide array of funding is being allocated to adaptation

Funding constraints may dictate how projects are planned and implemented

Application / reporting logistics are complex – with disadvantaged communities and smaller organizations facing the most challenges

How can we reduce the funding complexity while increasing scale?

Funding mechanisms are often complex in themselves (SFBRA Example)



Governance structure fosters collaboration and oversight, but is also resource intensive

Multiple funding programs and hybrid staffing model

Can this type of structure scale sufficiently to meet needs?

Projects that cross jurisdictions and authorities are especially challenging, and necessary

Resilient SR-37
Strategy and
Segment Projects



San Pablo Bay
Restoration



Photo by Sonoma Land Trust

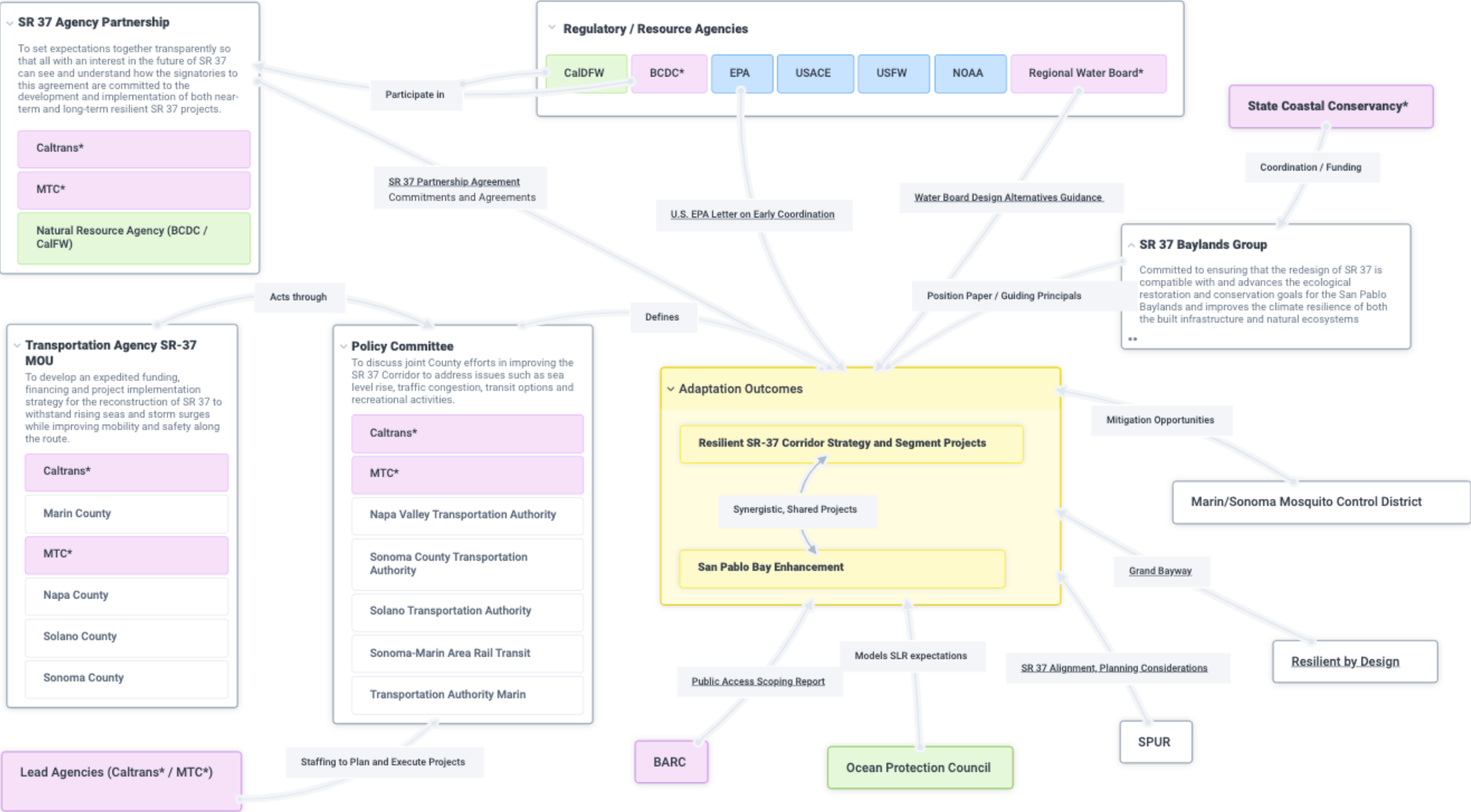
An ecosystem-scale project with:

- At least 7 regulatory / resource agencies
- 4 counties and multiple transit agencies
- SR-37 Baylands Group (25+ members)

Narrow stakeholder authorities can limit innovation

Positive example of engagement/coordination – but how will this approach scale across many large-scale projects and geographies?

SR-37 & San Pablo Bay Stakeholders



Staff capacity is strained at all levels as adaptation pace and complexity increases



Photo: BayCAN Meeting

Complex relationship between adaptation, emergency response, and 'traditional' work

Expertise gaps are slowing adaptation (e.g., foresters, multi-hazard / systems experts)

High-energy advocates are vital, and burned out

How can we build capacity and support our staff experts?

Community engagement is resource-intensive for all



Photo: *Planning commission meeting in Campbell, California. Wikimedia Commons (CC BY-SA 4.0)*

Community participation is desired throughout planning process

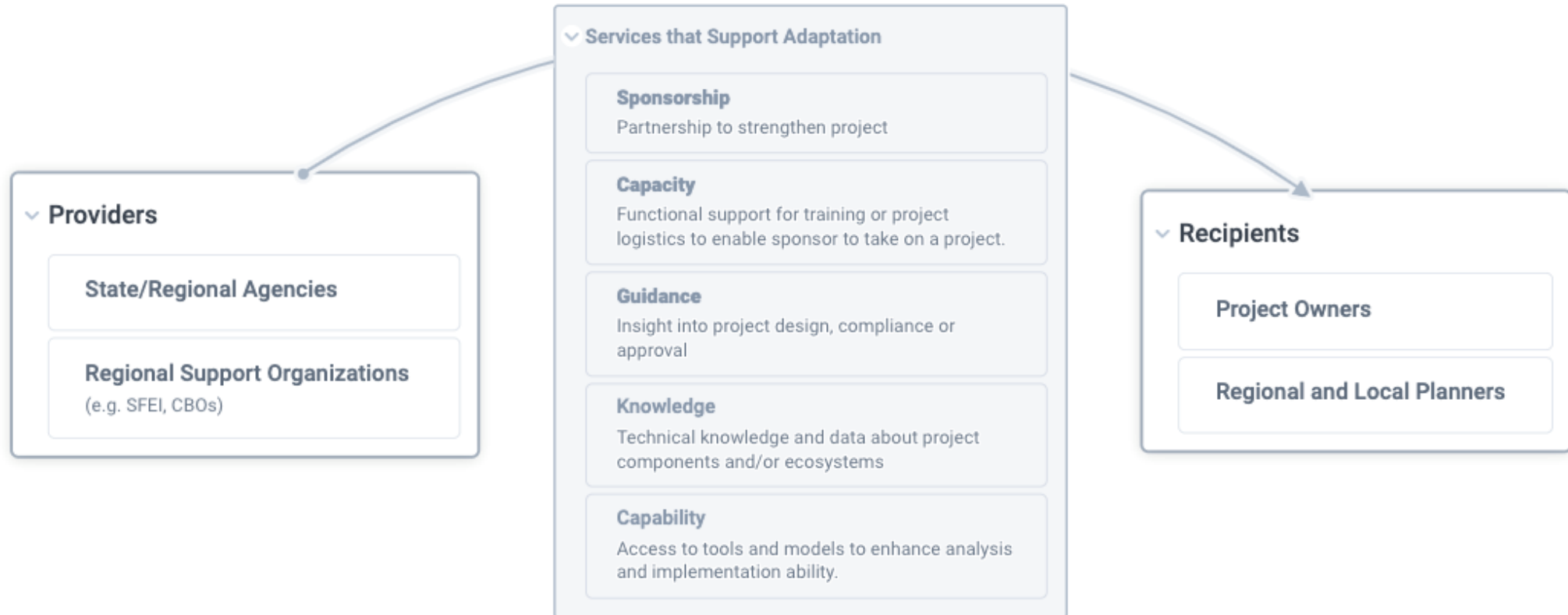
Demand on community leaders and members is high, and increasing

Burden is pronounced for economically disadvantaged and underrepresented communities

What does sustainable engagement look like as demand increases?

Technical Assistance

Services provided to help intended audiences have the knowledge, ability, or capacity to achieve specific goals and outcomes related to climate adaptation.



High-touch technical assistance is in demand, but hard to supply



Photo: Cal FIRE

Technical assistance (TA) can be difficult to find / access

Resources are often not at the right level (e.g., too general or too technical)

Some TA is patching underlying complexity that could be resolved at the source

Multi-disciplinary TA is useful to propel innovative projects

How can we maximize the benefit of TA to accelerate implementation?

Areas for Further Analysis

Key Questions

1. What is the region's holistic, multi-hazard adaptation vision (near- and long-term)?
2. What roles and activities are best-suited for regional agencies to achieve this vision?
3. How will we secure and apply robust, consistent funding for priority projects based on capacity and data?
4. How will staff and community capacity grow quickly and sustainably?
5. What changes are needed to accelerate implementation in pace and magnitude?
6. What process metrics and reporting are needed to know what's working, or not?



AECOM

Nonlinear Ventures

Thank you



**BAY AREA REGIONAL
COLLABORATIVE**
Meeting Transcript



JUNE 2, 2023

1 **BAY AREA REGIONAL COLLABORATIVE GOVERNING BOARD -**
2 **SPECIAL MEETING**
3 **FRIDAY, JUNE 2ND, 2023, 10:00 AM**

4
5
6 **CHAIR, JESSE ARREGUIN:** GOOD MORNING I'M BERKELEY MAYOR JESSE A
7 CHAIR OF THE BAY AREA REGIONAL COLLABORATIVE AND I WOULD LIKE
8 TO CALL TO ORDER THIS SPECIAL MEETING OF THE BARC GOVERNING
9 BOARD AND ASK STAFF TO PLAY THE COVID-19 MEETING ANNOUNCEMENT
10 RECORDING. OH WE'RE NO LONGER IN A STATE OF EMERGENCY SO WE
11 DON'T NEED THE COVID-19 RECORDING. THERE IS INFORMATION I
12 WOULD LIKE TO READ BEFORE I CALL THE MEETING TO ORDER.

13
14 **CLERK, SARINA SEATON:** THANK YOU. BEFORE WE BEGIN THERE ARE A
15 FEW HOUSEKEEPING ITEMS JUST ABOVE THE CONTROL ROOM YOU WILL
16 SEE THE ON AIR SIGN WHEN THE SIGN IS ILLUMINATED WE'RE IN
17 SESSION THE ON AIR SIGN WILL TURN OFF AS WE TRANSITION BETWEEN
18 MEETINGS FOR MEMBERS PARTICIPATING FROM TELECONFERENCE
19 LOCATIONS. THE ZOOM WEBINAR IS NOW LIVE THE MEETING IS BEING
20 WEBCAST ON THE MTC WEB SITE. MEMBERS PARTICIPATING BY ZOOM
21 WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE OR DIAL
22 STAR NINE AND YOU WILL BE CALLED TO SPEAK. DURING PUBLIC
23 COMMENT MEMBERS OF THE PUBLIC PARTICIPATING BY ZOOM WISHING TO
24 SPEAK SHOULD USE -- I ALREADY SAID THAT. [LAUGHTER] THIS WILL
25 BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER



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1 IN-PERSON MEMBERS OF THE PUBLIC SHOULD FORM A LINE NEAR THE
2 PODIUM THE CLERK WILL CALL ON MEMBERS OF THE PUBLIC TO SPEAK
3 BECAUSE THERE ARE TELECONFERENCE LOCATIONS ROLL CALL FOR
4 QUORUM AND VOTING ON MOTIONS WILL BE TAKEN. THANK YOU

5

6 **CHAIR, JESSE ARREGUIN:** THANK YOU THANK YOU VERY MUCH. I WILL
7 NOT CALL AT THIS TIME TO ESTABLISH QUORUM. THERE IS AN
8 INFORMATION ITEM ARE THERE ANY MEMBERS OF THE BARC GOVERNING
9 BOARD WHO WISH TO MAKE AN ANNOUNCEMENT SEEING NONE. PUBLIC
10 COMMENT ON THIS ITEM? SEEING NONE. PROCEEDING TO ITEM THREE,
11 THE CHAIR'S REPORT. I WANT TO THANK MY COLLEAGUES FOR
12 PARTICIPATING IN-PERSON AND THOSE ON ZOOM AND HOPEFULLY WE'LL
13 ESTABLISH QUORUM SOON AS WE DO NEED TO TAKE ACTION ON THE
14 ADOPTION OF THE ANNUAL BUDGET. BUT WE DO HAVE AN IMPORTANT
15 CONVERSATION LATER ON FROM THE SYSTEMS MAPPING PROJECT WHICH
16 WAS PART OF THE BROADER, SORT OF, COLLABORATIVE EFFORT THAT WE
17 HAVE ESTABLISHED TO BRING OUR AGENCIES TOGETHER TO LOOK AT HOW
18 WE CAN ADDRESS CLIMATE ADAPTATION AND RESILIENCE IN THE SAN
19 FRANCISCO BAY AREA. SO LOOK FORWARD TO THAT PRESENTATION AND
20 DISCUSSION. AND WE WILL TRY TO KEEP THIS MEETING RELATIVELY
21 SHORT OUT OF RESPECT TO EVERYONE'S TIME. BUT WE APPRECIATE YOU
22 BEING HERE, AS WELL. SO, UNLESS THERE IS ANY QUESTIONS ON MY
23 REPORT AND SEEING NO PUBLIC COMMENT ON THE CHAIR'S REPORT, WE
24 CAN PROCEED TO THE NEXT ORDER OF BUSINESS, AND WITH VICE CHAIR
25 WASSERMAN HERE, DO WE HAVE -- NO -- QUORUM? NO. SO WE'LL SKIP



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1 ITEM FOUR THE CONSENT CALENDAR AND WE'LL COME BACK TO THAT.
2 WE'LL MOVE NOW TO ITEM FIVE, THE BARC AGENCY MEMBER AGENCY
3 EXECUTIVE DIRECTOR UPDATES. THESE ARE INFORMATION ITEMS. WE'LL
4 NOW HEAR FROM THE EXECUTIVE DIRECTORS OF OUR MEMBER AGENCIES
5 AND THE FIRST IS THE SAN FRANCISCO BAY CONSERVATION AND
6 DEVELOPMENT COMMISSION. DO WE HAVE A REPRESENTATIVE FROM BCDC
7 HERE TODAY?

8

9 **STEVE GOLDBECK:** GOOD MORNING, EVERYONE. STEVE GOLDBECK. LARRY
10 GOLDZBAND SENDS HIS REGRETS THAT HE WON'T ABLE TO JOIN US THIS
11 MORNING. HE HAD ANOTHER ENGAGEMENT THAT HE COULDN'T AVOID SO
12 YOU GOT ME. AND I HAVE A FEW THINGS I WOULD LIKE TO SHARE IF I
13 MIGHT. LET'S SEE. FIRST OFF AS WE BRIEFED THE BOARD IN APRIL,
14 BCDC, MTC, AND ABAG IS SOON TO RELEASE THE SEA LEVEL RISE
15 FUNDING FINANCING INVESTMENT FRAMEWORK. A MAP OF THE EXISTING
16 PROPOSED SEA LEVEL RISE PROJECT ACROSS THE REGION WAS USED TO
17 DEVELOP COST ESTIMATES IN FRAMEWORK IS NOW LIVE AND I CAN SHOW
18 YOU THE LINK IF YOU WOULD LIKE. BCDC IS WELCOME INVITATIONS TO
19 PRESENT THE REPORT TO LOCAL GOVERNMENTS AND OTHER GROUPS TO
20 SHARE WHAT IT MEANS FOR THE LOCAL REGION AND OTHER LOCAL
21 JURISDICTIONS AS WELL AS TO UPDATE ON YOU WHAT WE'RE DOING
22 WITH THE BAY ADAPT WORK. WE'RE ALSO EXPLORING STRATEGIES FOR
23 HOW THE REGION CAN WORK TOGETHER TO ATTRACT, PLAN, AND
24 DISTRIBUTE FUNDING FOR ADAPTATION PROJECTS WHICH WE LOOK
25 FORWARD TO DISCUSS WITH YOU AT A FUTURE MEETING HERE. I



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1 SUGGEST YOU CONTACT LARRY GOLDZBAND BAND OR PLANNING DIRECTOR
2 JESSICA PAYNE IF YOU WANT TO SET UP A PRESENTATION TO YOUR
3 GROUP. AND IN ANOTHER MATTER, WE HAVE ENVIRONMENTAL JUSTICE
4 ADVISERS AS WE TALKED ABOUT BEFORE, THE ENVIRONMENTAL JUSTICE
5 ADVISER PROGRAM JUST COMPLETED ITS SECOND YEAR. IT WAS
6 DEVELOPED AFTER THE CREATION OF OUR ENVIRONMENTAL JUSTICE AND
7 SOCIAL EQUITY POLICIES, I BELIEVE THAT WAS IN 2019. AND BCDC
8 CREATED THE PROGRAM BECAUSE WE WANT TO MAKE SURE THAT WE WERE
9 ACTUALLY INVOLVING LOCAL ENVIRONMENTAL JUSTICE FOLKS IN
10 IMPLEMENTING AND FURTHER REFINING OUR WORK ON THIS TOPIC. SO,
11 WE SET UP THIS ENVIRONMENTAL JUSTICE PROGRAM, WHICH -- OF
12 ADVISERS -- WHICH TO OUR KNOWLEDGE IS FAIRLY UNIQUE AND WAS
13 CODEVELOPED WITH THE ENVIRONMENTAL JUSTICE ADVISORS. OVER THE
14 LAST TWO YEARS WE HAVE BEEN SUCCESSFUL WITH DEVELOPING OUR
15 RACIAL EQUITY ACTION PLAN AND ADVISING US ON HOW TO CREATE
16 MORE EQUITABLE PERMITTING PROCESS AND SUPPORTING OUR BAY ADAPT
17 WORK. AND NOW EJ ADVISERS ARE PLANNING TOXIC TOURS FOR BCDC
18 STAFF AND COMMISSIONERS AROUND THE BAY SHORELINE TO LOOK AT
19 VARIOUS SITES AND ALSO WILL BE UNDERGOING AN ORGANIZATIONAL
20 DEVELOPMENT PROCESS THIS FALL TO EVALUATE NEXT STEPS AND TO
21 HELP IMPROVE THE PROGRAM AND MAKE IT EVEN BETTER. AND LASTLY,
22 HOWARD TERMINAL, A PART OF OAKLAND, I AM SURE YOU READ IN
23 APRIL THE OAKLAND AS ANNOUNCED THEY HAD ENTERED INTO A BINDING
24 AGREEMENT TO PURCHASE A SITE FOR THE BALLPARK IN LAS VEGAS,
25 AND THE CITY OF OAKLAND THE HOWARD TERMINAL CAME BEFORE BCDC



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1 LAST YEAR AND CONSIDERED VOTING TO AMEND THE SAN FRANCISCO BAY
2 PLAN TO REMOVE PORT PRIORITY USE DESIGNATION AT HOWARD
3 TERMINAL THAT RESTRICTED USE TO THE PORT OF OAKLAND BCDC
4 ACTION RELATED TO HOWARD TERMINAL GUIDED ASSEMBLY BILL 1191
5 WHICH I BELIEVE WAS ENACTED IN 2019 AND INCLUDES PROVISION
6 REGARDING PORT PRIORITY DESIGNATION. IT STATES IN PART, THE
7 PORT OF OAKLAND THE OAKLAND AS DO NOT ENTER INTO A BINDING
8 AGREEMENT FOR CONSTRUCTION OF THE OAKLAND SPORTS MIXED USE
9 PROJECT BY BEGINNING OF 2025, OR IF THE AGREEMENT IN PLACE IS
10 SEQUENTIAL TERMINATED BEFORE THE CONSTRUCTION COMMENCES. AND
11 THE PORT YOUTH DISCUSSION AUTOMATICALLY REINSTATED AT HOWARD
12 TERMINAL PROPERTY. WE DON'T KNOW WHAT'S GOING TO HAPPEN. WE'LL
13 BE TRACKING AS THIS MOVES FORWARD. THAT'S ALL I HAVE THIS
14 MORNING.

15

16 **CHAIR, JESSE ARREGUIN:** ANY QUESTIONS FOR BCDC?

17

18 **ZACK WASSERMAN:** NOT A QUESTION, JUST A PIECE OF ADDITIONAL
19 INFORMATION. I'M NOT SURE AFFECTED ALL OF OUR JURISDICTIONS
20 BUT HAS IMPACT. AS YOU MAY OR MAY NOT HAVE FOLLOWED, THE PORT
21 OF SAN FRANCISCO REQUESTED THE LEGISLATURE TO MAKE SOME
22 FINDINGS ABOUT PUBLIC TRUST FOR A PERSPECTIVE OFFICE PROJECT
23 ON PIERS THIRD 32, WHICH HAVE LONG BEEN A SUBJECT OF
24 DIFFICULTY AND TROUBLE AND THE LEGISLATURE HIS HAS TWICE ACTED
25 ON THOSE PIERS IN THE PAST, ONCE FOR A WARRIORS STADIUM THAT



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1 DID NOT PROCEED, NEITHER OF THOSE PROCEEDED. BCDC STAFF HAVE
2 BEEN IN SIGNIFICANT NEGOTIATIONS WITH THE PORT WITH DEVELOPERS
3 INVOLVED AND SENATOR WIENER'S OFFICE WHO SPONSORED THE MEASURE
4 WENT AS IT WENT THROUGH THE SENATE, AGREED ON SOME AMENDMENTS
5 WITH THE PORT CLOSELY ON SOME SAN FRANCISCO WATERFRONT PLAN
6 ISSUES AND THE COMMISSION DID YESTERDAY TAKE A NEUTRAL
7 POSITION IF AMENDED. IT HAS BEEN AGREED BY ALL PARTIES BUT
8 PROBABLY THE STRUGGLE THAT WAS NECESSARY NONETHELESS
9 ULTIMATELY A GOOD RESULT THAT I THINK IS IMPORTANT THE PIECE
10 OF LEGISLATION THAT WE REQUESTED BEING PUT IN WILL BE PUT INTO
11 AUTHORIZE A JOINT STUDY BETWEEN BCDC AND STATE LANDS
12 COMMISSION OVER PUBLIC TRUST GUIDANCE IN CONTEXT OF RISING SEA
13 LEVEL AND THE CRUX OF THAT ISSUE FRANKLY IS THE HUGE GAP IN
14 DOLLARS FROM WHAT WE CAN ENVISION RAISING FROM VARIOUS SOURCES
15 AND THE MONEY WE NEED TO ADAPT SUCCESSFULLY TO RISING SEA
16 LEVEL IT'S LIKELY WE'RE GOING TO HAVE TO GET SOME OF THE MONEY
17 FROM COMMERCIAL DEVELOPMENT AND WE NEED SOME GUIDANCE ON THAT
18 RATHER THAN DOING ONE OFF LEGISLATIVE BILLS AND I THINK THAT
19 THIS WILL MOVE FORWARD IN THE ASSEMBLY IT WILL BE AMENDED I
20 THINK. ULTIMATELY PRODUCTIVE.

21

22 **CHAIR, JESSE ARREGUIN:** ANY FURTHER QUESTIONS OR COMMENTS?
23 SEEING NONE. WE CAN MOVE TO THE NEXT MEMBER AGENCY REPORT
24 WHICH IS FROM THE BAY AREA AIR QUALITY MANAGEMENT DISTRICT. WE



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1 HAVE GREG NUDD FROM BAY AREA AIR QUALITY MANAGEMENT DISTRICT
2 BAY AREA AIR QUALITY MANAGEMENT DISTRICT HERE TODAY.
3
4 **GREG NUDD:** GREG NUDD DEPUTY EXECUTIVE DIRECTOR OF SCIENCE AND
5 POLICY FOR THE AIR DISTRICT, PHILIPPE FINE SENDS APOLOGIES FOR
6 NOT BEING ABLE TO BE HERE TODAY. UPDATE ON THE ADMINISTRATIVE
7 PROCESS OF HIRING DEPUTY EXECUTIVE OFFICER POSITIONS. HAVE
8 OPENED OUTREACH ONGOING SCHEDULED TO CLOSE JUNE 23RD INCLUDING
9 DEPUTY EXECUTIVE DIRECTOR OFFICE OF ADMINISTRATION, DEPUTY
10 OFFICER OF ENGINEERING COMPLIANCE AND DEPUTY EXECUTIVE
11 DIRECTOR OF PUBLIC AFFAIRS. SO, LOOKING FORWARD TO GETTING
12 THAT HELP IN THE AGENCY. TWO POLICY ISSUES, THE IMPLEMENTATION
13 WORKING GROUP FOR OUR ZERO NOX BUILDING APPLIANCE RULES AND
14 THE SECOND EPA CLIMATE POLLUTION REDUCTION GRANT PLANNING
15 EFFORT SO AS YOU KNOW MARCH 25TH, 2023 THE BOARD OF DIRECTORS
16 OF THE AIR DISTRICT PASSED AMENDMENTS TO OUR BUILDING
17 APPLIANCE RULES WHICH ADDRESSED NITROGEN OXIDE EMISSIONS FROM
18 FURNACES AND WATER HEATERS THESE MATTERS INTRODUCED A ZERO
19 NITROGEN OXIDE STANDARD THAT WILL BE ENFORCED AT THE POINT OF
20 SALE THESE ARE THE FIRST STANDARDS IN THIS COUNTRY AND WILL
21 PHASE IN OVER TIME STARTING WITH WATER HEATERS IN 2027. WHILE
22 RULES OF TECHNOLOGY ARE NEUTRAL CONFIDENTIAL ONLY ELECTRIC
23 APPLIANCES MEET THE 0 NOX REQUIREMENTS. ONCE FULLY IMPLEMENTED
24 WE EXPECT THE RULES TO HAVE SIGNIFICANT HEALTH BENEFITS
25 AVOIDING AS MANY AS 85 PREMATURE DEATHS PER YEAR AND AVOIDING



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1 AS MUCH AS \$890 MILLION A YEAR IN HEALTH IMPACTS INCLUDING
2 HART ATTACKS STROKES AND LUNG CANCER, ASTHMA SYMPTOMS ONSET
3 AND MISSED SCHOOL AND WORK. AS WE ANALYZE THE IMPACT OF THIS
4 REGULATION WE FOUND OUT THAT ACROSS THE BAY AREA COMMUNITIES OF
5 COLOR OF THOSE WHO ARE PRIMARILY IMPACTED OR
6 DISPROPORTIONATELY IMPACTED BY THESE EMISSIONS FROM APPLIANCES
7 THEREFORE MOST LIKELY TO BENEFIT FROM THESE RULES. ASSUMING
8 ELECTRIC HEAT PUMPS ARE THE PRIMARY TECHNOLOGY USED WE EXPECT
9 TO HAVE SIGNIFICANT GREENHOUSE GAS REDUCTIONS FROM THIS RULE.
10 WE'RE HAPPY WITH THE HEALTH EQUITY BENEFITS OF THE RULE THERE
11 ARE IMPORTANT CHALLENGES SUCH AS AVAILABILITY OF TECHNOLOGIES
12 UP FRONT COST OF PURCHASING THESE ELECTRONIC APPLIANCES COST
13 OF INSTALLATION WHICH COULD INCLUDE ELECTRIC UPGRADES TO THE
14 BUILDING WORKFORCES READINESS AND ENSURES ENOUGH INSTALLERS
15 ARE WELL VERSED IN THESE TECHNOLOGIES OF COURSE ELECTRIC GRID
16 RELIABILITY, TRANSITION IS NEEDED TO EQUITABLE ACCESS
17 INCENTIVE FUNDING AND FINANCING PROGRAMS FOR IMPACT TO
18 DIFFERENT STAKEHOLDER GROUPS SPECIFICALLY FOR COMMUNITIES AND
19 SENIORS AND LOW-INCOME COMMUNITIES AND SMALL BUSINESSES. WE
20 HAVE CONVENED AN IMPLEMENTATION WORKING GROUP THAT PROVIDE AIR
21 DISTRICT INFORMATION RECOMMENDATIONS AND SOLUTIONS TO
22 CHALLENGES TO SUPPORT SMOOTH ACCESSIBLE EQUITABLE TRANSITION
23 TO IMPLEMENTATION OF THESE AMENDMENTS THERE ARE APPROXIMATELY
24 40 PEOPLE FROM A WIDE VARIETY OF STAKEHOLDER GROUPS INCLUDING
25 UTILITY ENERGY SERVICE, CALIFORNIA PUBLIC UTILITIES



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1 COMMISSION, CALIFORNIA RESOURCES BOARD. LOCAL AND REGIONAL
2 GOVERNMENTS INCENTIVE PROGRAM ADMINISTRATORS LABOR UNIONS AND
3 CONTRACTORS. THE WORKING GROUP WILL MEET REGULARLY TO DEVELOP
4 REGULATIONS AND TRACK READINESS AND ACCESSIBILITY AS WE
5 APPROACH THE UPCOMING COMPLIANCE DATES. SECOND POLICY
6 INITIATIVE I WANT TO TALK ABOUT TODAY IS EPA CLIMATE POLLUTION
7 REDUCTION GRANT GENERAL PLANNING EFFORT SOMETHING THAT CAME
8 OUT OF INFLATION REDUCTION ACT. THE EPA CLIMATE POLLUTION
9 REDUCTION GRANT PROGRAM IS FUNDED THROUGH THE INFLATION
10 REDUCTION ACT AND PROVIDES SUPPORT FOR THE STATE REGIONAL
11 CLIMATE ACTION PLANS AND IMPLEMENTATION. THERE IS \$4.6 BILLION
12 FOR CLIMATE ACTION AVAILABLE BUT REGIONAL STATE CLIMATE
13 PLANNING IS REQUIRED IN ORDER TO QUALIFY FOR IMPLEMENTATION
14 FUNDING. THROUGH THIS PROGRAM THE BAY AREA METROPOLITAN REGION
15 THE BAY AREA WAS DIVIDED INTO TWO REGIONS WHAT WE'RE CALLING
16 THE BAY AREA METROPOLITAN REGION INCLUDES ALAMEDA CONTRA
17 COSTA, SAN FRANCISCO AND SAN MATEO AND WOULD BE AWARDED NON-
18 COMPETITIVE \$1 MILLION CLIMATE PLANNING GRANT TO DEVELOP THE
19 REGIONAL CLIMATE ACTION PLAN THAT SPECIFIES PRIORITY
20 IMPLEMENTATION MEASURES. OUR REGIONAL CLIMATE PLANNING EFFORT
21 WILL COORDINATE WITH THE NEIGHBORING INVEST SANTA CLARA COUNTY
22 AND STATEWIDE EFFORT LED BY CARB. IN 2024 EPA WILL RELEASE 4.6
23 BILLION IN NATIONALLY COMPETITIVE FUNDS TO SUPPORT
24 IMPLEMENTATION OF PROJECTS THAT FALL UNDER PRIORITY MEASURES
25 IDENTIFIED IN THE CLIMATE PLANS. THE AIR DISTRICT IS LEADING



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1 THE REGIONAL EFFORT FOR THE NORTH SIDE OF THE BAY AND HAS
2 CREATED AN ADVISORY WORKING GROUP INCLUDING FIVE COUNTIES, THE
3 CITIES OF SAN FRANCISCO, OAKLAND, AND BERKELEY, BARC, MTC,
4 ABAG, AND MAJOR PARTNER BAYREN. ADVISORY GROUP WILL COORDINATE
5 INPUT FROM ALL CITIES AND ADVANCE IN PLANNING EFFORT. THIS
6 PROCESS WILL LEVERAGE CLIMATE ACTION PLANS ACROSS THE REGION
7 BOTH AT LOCAL STATE AND REGIONAL LEVELS AND FOCUS ON MEASURES
8 AT THE REGIONAL SCALE. ALSO IDENTIFY AND LIFT UP PRIORITIES OF
9 LOW-INCOME AND DISADVANTAGED COMMUNITIES BUILDING UPON
10 STAKEHOLDER ENGAGEMENT THAT WAS ONGOING OR WAS RECENTLY
11 CONDUCTED FOR CLIMATE ACTION PLAN RELATED EFFORTS AND SOME
12 ADDITIONAL TARGETED ENGAGEMENT IS NEEDED. WE WILL FACILITATE
13 LOCAL GOVERNMENTS IN NAPA AND SOLANO COUNTIES TO CONNECT WITH
14 STATEWIDE EFFORT TO ACCESS NATIONALLY COMPETITIVE
15 IMPLEMENTATION FUNDS. THAT'S MY UPDATE FOR TODAY. HAPPY TO
16 TAKE QUESTIONS THE BOARD MAY HAVE.

17

18 **CHAIR, JESSE ARREGUIN:** THANK YOU VERY MUCH. THERE ARE
19 QUESTIONS OR COMMENTS? SEEING NONE HERE IN THE BOARDROOM. ARE
20 THERE MEMBERS ON ZOOM WHO HAVE ANY QUESTIONS OR COMMENTS?
21 OKAY. IF NOT, THANK YOU VERY MUCH MR. NUDD FOR BEING HERE
22 TODAY AND FOR YOUR REPORT. WE'LL PROCEED TO THE REPORT FROM
23 THE SAN FRANCISCO BAY REGIONAL WATER QUALITY CONTROL BOARD.
24 AND EILEEN WHITE THE EXECUTIVE OFFICER.

25



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1 **EILEEN WHITE:** GOOD MORNING.

2

3 **CHAIR, JESSE ARREGUIN:** GOOD MORNING.

4

5 **SPEAKER:** I WANT TO TALK ABOUT THE RECENT SPROUT DECISION
6 ISSUED MAY 25TH THAT ADDRESSES THE SCOPE OF THE CLEAN WATER
7 ACT AND ADDRESSES THE VISIBILITY TO PROTECT THOUSANDS OF MILES
8 OF RIVERS STREAMS CREEKS AND ADJACENT WETLANDS THROUGHOUT THE
9 WESTERN UNITED STATES. IT'S IMPORTANT TO TALK ABOUT HOW IT
10 IMPACTS CALIFORNIA. WE'RE REALLY DISAPPOINTED IN THE DECISION
11 AT THE STATE BOARDS AND THE REGIONAL BOARDS THE ADVERSE
12 IMPACTS THAT IT WILL HAVE NATIONALLY. FORTUNATELY HERE IN
13 CALIFORNIA WE HAVE THE PORT OF COLOGNE ACT ALTHOUGH IT NARROWS
14 THE SCOPE OF FEDERAL JURISDICTION IT DOES NOT WEAKEN
15 CALIFORNIA'S MORE STRINGENT WETLANDS PROTECTIONS. UNDER THE
16 PORT OF COLOGNE ACT THE STATE WATER BOARD RETAINS REGULATORY
17 AUTHORITY FOR THE PROTECTING OF WATER QUALITY NEARLY 1.6
18 MILLION ACRES OF LAKES, 1.3 MILLION ACRES OF ESTUARIES AND
19 200,000 MILES OF RIVERS AND STREAMS AND 1,000 MILES OF
20 COASTLINE. IN THIS SPROUT DECISION SACKETT VERSUS EPA THE
21 COURT HELD THAT FOR WETLANDS TO BE PROTECTED UNDER FEDERAL LAW
22 IT MUST BE DISTINGUISHED FROM THE WATER OF THE U.S. TO WHICH
23 IT IS CONNECTED WHEN YOU CAN'T TELL WHERE ONE BEGINS AND
24 ANOTHER ENDS CAN BE PROBLEMATIC IN CALIFORNIA WITH THE
25 MEDITERRANEAN CLIMATE FORTUNATELY WE'RE GOING TO BE ABLE TO



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1 USE THE PORT OF COLOGNE TO PROTECT OUR WETLANDS BUT IT WILL
2 DEPRIVE US OF THE EXPERTISE THAT WAS PREVIOUSLY PROVIDED BY
3 THE CORP OF ENGINEERS AND IS GOING TO AFFECT OUR NEIGHBORING
4 STATES AND OUR LEGALLY TEAM IS CONTINUING TO REVIEW IT IN
5 DETAIL BUT WE'RE VERY HAPPY WE LIVE IN CALIFORNIA AS THE CLEAN
6 WATER ACT IS BEING VERY NARROW AND THE AUTHORITY TO PROTECT
7 THE WETLANDS THROUGHOUT THE UNITED STATES AND THEN JUST THE
8 OTHER THING I WANTED TO UPDATE, OUR PARTNERS ARE MONITOR SAN
9 FRANCISCO BAY AFTER WE HAD OUR WORST ENVIRONMENTAL DISASTER IN
10 THE BAY LAST SUMMER WITH THE ALGAE BLOOM AND THE DEATH OF
11 THOUSANDS OF FISH WE'RE SEEING DIFFERENT CONDITIONS IN THE BAY
12 RUNOFF AND SEDIMENT WE'RE CAUTIOUSLY OPTIMISTIC BUT WE'RE IN
13 UNCHARTERED TERRITORY AS WE'RE DEALING WITH CLIMATE CHANGE BUT
14 WE'RE HOPING WITH THE MAY FOG WE HAVE SEEN THAT WE WILL NOT
15 SEE WHAT OCCURRED BUT WE COULD SEE IT COME JULY, AUGUST, OR
16 SEPTEMBER, THAT WE DON'T HAVE ANOTHER HARMFUL ALGAE BLOOM AND
17 MASSIVE FISH KILLING IN SAN FRANCISCO BAY BUT WE'RE CONTINUING
18 TO DO EXTENSIVE MONITORS AND STUDIES LESSONS LEARNED FROM LAST
19 SUMMER. THAT'S MY REPORT. THANK YOU.

20

21 **CHAIR, JESSE ARREGUIN:** THANK YOU. IS THERE ANY QUESTIONS OR
22 COMMENTS ON THE REPORT? ANY MEMBERS ON ZOOM? SEEING NONE.
23 THANK YOU MISS WHITE FOR YOUR REPORT AND JOINING US THIS
24 MORNING. WE'LL PROCEED TO A REPORT FROM ABAG AND MTC DEPUTY
25 EXECUTIVE DIRECTOR BRAD PAUL UPON GIVE THE REPORT.



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1
2 **BRAD PAUL:** OUR FOCUS IS WORKING ON WITH LOCAL TRANSIT PARTNERS
3 AND ELECTED OFFICIALS TO ADDRESS THE UPCOMING TRANSIT FISCAL
4 CLIFF ON MAY 22ND ABAG AND MTC DELEGATION LED BY CHAIR ALFREDO
5 P CHAIR AND NICK J TRAVELED TO SACRAMENTO TO ADVOCATE FOR
6 INCLUSION OF TRANSIT OPERATIONS FUNDING IN THIS YEAR'S BUDGET
7 THEY MET WITH BAY AREA DELEGATION SENATE ASSEMBLY LEADERSHIP
8 REPRESENTATIVES FROM THE GOVERNOR'S OFFICE SECRETARY OF
9 CALIFORNIA STATE TRANSPORTATION AGENCY. WHILE UP THERE MET
10 WITH CALTRANS DIRECTOR TONY TAVARES TO DISCUSS STATE ROUTE 37.
11 MAY 11TH, 24 STAFF FROM OUR MTC LEADERSHIP ACADEMY VISITED
12 MARE ISLAND TO TOUR THE FACTORY OS FACILITY, A COMPANY WORKING
13 WITH THE NORTHERN CAL CARPENTERS UNION. LARGEST MACHINE SHOP
14 ON MARE ISLAND TALKING ABOUT 250,000 SQUARE FOOT EIGHT STORY
15 BUILDING THEY'RE DOING THIS IN WHERE THEY USED TO BUILD
16 SUBMARINES. FROM MAY 16TH TO 18th WE HOSTED THE CALIFORNIA
17 TRANSPORTATION COMMISSION HERE AT BEALE 375 BEALE FOR TRAINING
18 WORKSHOP AND PUBLIC MEETINGS INTERCEPTION. ABAG BAY AREA
19 REGIONAL ENERGY NETWORK RECEIVED APPROVAL FROM THE STATE PUC
20 FOR ITS BUSINESS PLAN ALONG WITH THE FUNDING COMMITMENT OF
21 \$171 MILLION OVER THE NEXT FOUR YEARS TO CARRY OUT ITS
22 SUCCESSFUL ENERGY AND WATER CONSERVATION PROGRAMS AND START
23 FOR NEW PROGRAMS INCLUDING YOUTH PROGRAM FOUNDATION TUESDAY A
24 NUMBER OF US ARE GOING UP TO SACRAMENTO FOR THE CALIFORNIA
25 TRANSPORTATION FOUNDATION AWARDS DINNER WHERE OUR FORMER



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1 EXECUTIVE DIRECTOR THERESE M WILL RECEIVE THE FOUNDATION
2 PERSON OF THE YEAR AWARD. THAT'S NEXT TUESDAY. THAT CONCLUDES
3 MY REPORT.

4

5 **ZACK WASSERMAN:** SEEING NOS DISCUSSION OR QUESTIONS. THAT
6 BRINGS US TO OUR NEXT ITEM, REPORT BARC EXECUTIVE DIRECTOR.

7

8 **THERESA ROMMEL:** THANK YOU VICE CHAIR WASSERMAN. SORRY I CAN'T
9 BE THERE TODAY BECAUSE OF RESCHEDULING AND I HAD A TRIP
10 ALREADY PLANNED BUT I'M JOINING YOU FROM BOSTON. BUT JOSH WILL
11 PROVIDE THE REPORT ON THE REPORT. YOU MAY REMEMBER SOME OF YOU
12 NOT THERE WAS A YEAR LONG DESIGN CHALLENGE WE HAD IN THE BAY
13 AREA THAT DEVELOPED CONCEPTS IN NINE DIFFERENT COMMUNITIES
14 AROUND THE BAY TO ADDRESS TO DEVELOP MULTI-BENEFIT CLIMATE
15 ADAPTATION PROJECTS CELEBRATING FIVE YEAR ANNIVERSARY HARD TO
16 BELIEVE WE'RE GOING TO BE HOSTING AN EVENT AT THE BAY AREA
17 METRO CENTER ON JULY 13TH FROM 5 TO 8:00 P.M. TO PRESENT A
18 TALK ABOUT PROGRESS THAT'S BEEN MADE ON VARIOUS PROJECTS
19 AROUND THE BAY AND JUST HAVE CONVERSATION ABOUT WHERE WE'RE AT
20 SINCE WE HAD THAT IMPACTFUL EFFORT FIVE YEARS AGO. I ALSO WANT
21 TO REPORT THAT I HOPE BARC HOSTS A CROSS AGENCY MEETING ONCE A
22 MONTH WITH STAFF FROM ALL AGENCIES PARTICIPATING THIS YEAR ON
23 CLIMATE ADAPTATION THEY HAVE BEEN SERVING AS A PROJECT
24 MANAGEMENT TEAM FOR THE SYSTEMS MAPPING WHICH YOU WILL HEAR
25 ABOUT BUT I HAVE ALSO RECENTLY INVITED ARMY CORP STAFF TO



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1 PARTICIPATE IN THAT MEETING AND THEY HAVE A REPRESENTATIVE
2 THAT'S NOW JOINING REGULARLY, WHICH I THINK IS ENCOURAGING AND
3 I THINK IT REALLY BUILDS OFF OF THE PROJECT WHICH STEVE
4 MENTIONED, THE FUNDING AND THE WORK THAT BCDC AND MTC DID
5 TOGETHER ON THE SEA LEVEL RISE FUNDING INVESTMENT FRAMEWORK.
6 BECAUSE A KEY NEXT STEP WE'RE WORKING ON IS THIS PIECE AROUND
7 HOW WE'RE GOING TO BRING IN BIG SOURCES OF FUNDS TO SUPPORT
8 PROJECTS AROUND THE BAY, WHERE DOES THAT MONEY LAND, AND WHAT
9 IS OUR ARRANGEMENT AMONG OUR AGENCIES TO SUPPORT THAT WORK.
10 SO, WE'RE CONTINUING DOWN THAT PATH AND LOOK FORWARD TO
11 BRINGING MORE INFORMATION ARE TO YOU LATER ON AS WE EXPLORE
12 THAT. AND THEN I ALSO JUST -- THE GOVERNOR'S OFFICE OF
13 PLANNING AND RESEARCH JUST ANNOUNCED THE FIRST RECIPIENTS,
14 ROUND ONE RECIPIENTS OF THEIR ADAPTATION PLANNING GRANT
15 PROGRAM. THAT'S \$8 MILLION THAT WENT OUT STATEWIDE THAT CAME
16 OUT OF THE GOVERNOR'S FISCAL YEAR '22 BUDGET, AND I KNOW THAT
17 THERE ARE FOUR PROJECTS OUT OF THE BAY AREA THAT WERE FUNDED
18 FOR THAT. ONE IS IN SAN RAFAEL, CLIMATE ADAPTATION PLANNING
19 COLLABORATIVE THAT RECEIVED 644,000, AND SAN JOSE THEY
20 RECEIVED AN INTERDEPENDENT WATER ENERGY SECURITY ELECTRIFIED
21 TRANSPORTATION CLIMATE ADAPTATION PLANNING GRANT. THAT WAS
22 AROUND 650,000. THE CITY OF BERKELEY RECEIVED A LARGE GRANT
23 ABOUT 500 FOR THE SAFETY PLAN AND ENVIRONMENTAL ELEMENT IN
24 THEIR GENERAL PLAN, AND THEN SAN MATEO COUNTY RECEIVED A GRANT
25 TO DO A CLIMATE RESILIENCE FRAMEWORK. SO, THAT'S EXCITING. I



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1 THINK THAT'S EXCITING TO HEAR THOSE PROJECTS MOVING FORWARD.
2 THERE IS A LOT OF GREAT ACTIVITY AROUND THE BAY, AROUND
3 ADAPTATION. AND I ALSO WANTED TO REPORT ON -- I HAVE BEEN
4 SELECTED TO SERVE ON THE INTEGRATED CLIMATE ADAPTATION AND
5 RESILIENCY PROGRAM, THE ICAR PROGRAM TECHNICAL ADVISORY
6 COUNCIL I HAD MY FIRST MEETING LAST MONTH AND WE LEARNED A LOT
7 AND HAD A PRESENTATION ON HEAT, AND WHILE HEAT IS NOT
8 RECOGNIZED AS SOMETHING THAT COULD BE DESIGNATED AS A DISASTER
9 CURRENTLY IN THE FEDERAL PROGRAM, BUT IT'S ONE OF THE DEADLY
10 HAZARDS THAT COMMUNITIES EXPERIENCE AND IT'S SOMETHING THAT WE
11 WILL CERTAINLY LOOK AT AS WE'RE THINKING ABOUT OUR APPROACH TO
12 DEALING WITH DIFFERENTLY HAZARDS AROUND THE BAY. SO THAT'S MY
13 UPDATE FOR YOU, AND I GUESS WE CAN MOVE ON, CHAIR, TO THE NEXT
14 ITEM. UNLESS ANYONE HAS ANY QUESTIONS.

15

16 **CHAIR, JESSE ARREGUIN:** THANK YOU VERY MUCH. ARE THERE ANY
17 QUESTIONS FROM BOARD MEMBERS ON THE REPORT FROM THE EXECUTIVE
18 DIRECTOR? ANY BOARD MEMBERS ON ZOOM? OKAY. IF NOT, WE CAN
19 PROCEED TO THE NEXT AGENDA ITEM WHICH IS ITEM SEVEN. 7A, A
20 PRESENTATION DISCUSSION, A PRECISELY SYSTEMS MAPS AND EMERGING
21 QUESTIONS. THIS IS AN INFORMATION ITEM, AND ALLISON, WOULD YOU
22 LIKE TO INTRODUCE THIS ITEM?

23

24 **ALLISON BROOKS:** I'M GOING TO HAND IT OVER TO JOSH BRADT WHO IS
25 IN THE ROOM WITH YOU. THANK YOU, CHAIR.



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1
2 **JOSH BRADT:** THANK YOU ALLISON. GOOD MORNING GOVERNING BOARD
3 MEMBERS. THANK YOU VERY MUCH FOR BEING HERE TODAY, EVERYBODY
4 WHO IS HERE IN-PERSON AND ONLINE. IT'S A SHORTER MEETING SO
5 I'LL KEEP THIS PROJECT INTRODUCTION PRETTY BRIEF AND THEN I'LL
6 TURN IT OVER TO SHELLEY JIANG OF THE CONSULTANT TEAM TO WALK
7 US THROUGH THE PROJECT AND GIVE A PREVIEW OF THE EMERGING
8 THEMES AND QUESTIONS THAT ARE COMING OUT. THEY WILL BE
9 RETURNING FOR THE NEXT GOVERNING BOARD MEETING, A LONGER ONE,
10 AND PROVIDE A REAL IN-DEPTH PRESENTATION. SO, AS BACKGROUND,
11 BARC SHARED WORK PLAN WHICHEVER APPROVED IN MAY 2022
12 IDENTIFIES CLIMATE ADAPTATION PLANS AND TECHNICAL ASSISTANCE
13 AS PRIMARY FOCUS AREAS FOR REGIONAL COLLABORATION. MORE
14 SPECIFICALLY WE'RE EXPLORING THE DEVELOPMENT OF A REGIONAL
15 MULTI-HAZARD ADAPTATION PLAN AS MUTUAL FRAMEWORK THAT ALIGNS
16 THE PLANNING AND REGULATORY EFFORTS OF THE REGIONAL ENTITIES
17 THAT MAKE UP BARC THAT BEST POSITIONS THE SAN FRANCISCO BAY
18 AREA FOR STATE AND FEDERAL FUNDING AND FACILITATES EQUITABLE
19 AND EFFECTIVE SUBREGIONAL, LOCAL, AND COMMUNITY HAZARD
20 PLANNING ALONG WITH TANGIBLE ACTIONS AND IMPLEMENTATION. THERE
21 IS TECHNICAL ASSISTANCE THAT IS PROVIDED, PROVIDED IN VARIOUS
22 FORMATS BY REGIONAL AGENCIES BUT THE QUESTION IS ARE LOCAL
23 USERS ABLE TO ACCESS TECHNICAL ASSISTANCE THAT THEY NEED.
24 FIRST STEP IN THIS JOURNEY IS TO BETTER UNDERSTAND WHO IS
25 DOING WHAT MEANING WHAT ARE THE ROLES, RESPONSIBILITIES AND



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1 ACTIVITIES OF THE VARIOUS REGIONAL AGENCIES IN ADDRESSING THE
2 VARIES CLIMATE RELATED HAZARDS IN OUR REGION. HOW DO THESE
3 ROLES AND ACTIVITIES INTERSECT AMONG THE AGENCIES AND THEN
4 INTERACT WITH OTHER LEVELS OF GOVERNMENT. WHERE AND WHAT ARE
5 THE GAPS REDUNDANCIES AND CONFLICTS AMONG THE AGENCIES THAT
6 NEED RESOLUTION. THIS IS WHERE THE SYSTEMS MAPPING AND
7 ANALYSIS PROJECT COMES IN. AND I WILL TURN IT OVER TO SHELLEY
8 NOW TO WALK US THROUGH THE EFFORT SO FAR AND, AGAIN, WE'LL GET
9 MUCH MORE INTO THE WEEDS AT THE NEXT MEETING. THANK YOU.

10 SHELLEY?

11

12 **SHELLEY JIANG:** THANK YOU, JOSH, FOR THE INTRODUCTION. I JUST -
13 - I ACTUALLY -- I DO NOT HAVE PERMISSION TO SHARE MY SCREEN
14 RIGHT NOW.

15

16 **JOSH BRADT:** THERE WE GO. WE'RE SHARING FOR YOU.

17

18 **SHELLEY JIANG:** OKAY GREAT. THANK YOU. WE ACTUALLY HAVE A
19 SLIGHTLY DIFFERENTLY VERSION OF THE PRESENTATION BECAUSE OF
20 THE CHANGES MADE. BUT, BECAUSE OF THE FACT THAT THIS IS ONLY A
21 15 MINUTE PRESENTATION, INSTEAD OF THE 45 MINUTES THAT WE HAD
22 ORIGINALLY PLANNED. SO, I MAY HAVE TO ASK YOU TO SKIP SLIDES
23 MORE FREQUENTLY. MY NAME IS SHELLEY JIANG WITH AECOM AND WITH
24 ME IS [INDISCERNIBLE] PART OF THE CONSULTANT TEAM THAT IS
25 SUPPORTING BARC ON THIS SYSTEMS MAP OF LANDSCAPE CLIMATE



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1 ADAPTATION ACTIVITIES IN THE BAY AREA. NEXT SLIDE, PLEASE. WE
2 ARE HERE TO PRESENT TO YOU TODAY A BRIEF UPDATE ON THE INTERIM
3 PROGRESS FROM OUR PROJECT. AS WE HAVE CONCLUDED THE RESEARCH
4 AND ENGAGEMENT PHASE AND ARE NOW MOVING ON TO THE RESEARCH
5 WRITING PHASE. OUR TEAM CAME AND PRESENTED IN JANUARY AND WE
6 HOPE TO BE BACK IN JULY FOR A MORE IN-DEPTH DIVE INTO THE
7 OUTCOMES AND RESULTS FROM OUR PROJECT. TODAY BECAUSE OF THE
8 SHORTENED AGENDA I'M GOING TO GO OVER PROJECT OBJECTIVES AND
9 APPROACH AND I WOULD SHARE AN EXAMPLE OF OUR WORK AND PROVIDE
10 NEXT STEPS. NEXT SLIDE, PLEASE. NEXT. OKAY. NEXT. SORRY. NEXT.
11 ALL RIGHT. SO, THE GOAL OF OUR PROJECT IS REALLY TO MAP OUT
12 THE LANDSCAPE OF ADAPTATION ACTIVITIES. AND AS YOU HEARD, THE
13 MOTIVATION WAS THE FEEDBACK INTO THE BARC WORK PLAN THAT WOULD
14 BE VERY HELPFUL FOR US TO UNDERSTAND WHAT EACH OF THE BARC
15 AGENCIES ARE DOING ON CLIMATE ADAPTATION AND HAVE IT ALL IN
16 ONE PLACE. THE GOAL IS TO DEVELOP A RESOURCE AND FOUNDATION
17 THAT WOULD ALLOW US TO LAY THE GROUNDWORK FOR ENHANCED AND
18 STRONGER MORE COLLABORATIVE REGIONAL ADAPTATION WORK: THE
19 OUTCOMES WILL IDEALLY HELP AGENCIES TO BETTER COORDINATE TO
20 HAVE A BETTER IMPACT ON ADAPTATION SUPPORT, STRONGER
21 ADAPTATION OUTCOMES, SUPPORT MORE COMMUNITY RESILIENCE AND
22 COMMUNITY EQUITY AND HELP BARC TO REALLY UNDERSTAND THE ROLE
23 THAT IT CAN PLAY IN REGIONAL CLIMATE ADAPTATION. AND THE FIRST
24 STEP IS TO DEVELOP THIS MAP OF WHAT AGENCIES ARE DOING NOW,
25 WHO IS INVOLVED, HOW THE BARC MEMBER AGENCIES ARE ADDRESSING



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1 ADAPTATION THROUGH THEIR DIFFERENT ROLES AND THEIR AUTHORITIES
2 AND THEIR RELATIONSHIPS TO OTHER STAKEHOLDERS, BOTH AT THE
3 LOCAL LEVEL AND AT THE STATE LEVEL. WE ALSO WANTED TO
4 UNDERSTAND HOW BARC AGENCIES ARE STARTING TO SHIFT THEIR
5 PROGRAM AND ACTIVITIES TO ADDRESS ADAPTATION. IT WAS NOT IN
6 MANY OF THEIR MISSIONS AND MANDATES BEFORE. AND AS JOSH
7 MENTIONED WE WANT TO LOOK AT TECHNICAL ASSISTANCE TO
8 UNDERSTAND THE TYPES OF TECHNICAL ASSISTANCE THAT ARE MORE
9 EFFECTIVE, WHAT LOCAL AGENCIES NEED, WHAT COMMUNITY-BASED
10 ORGANIZATIONS NEED WHEN IT COMES TO TECHNICAL ASSISTANCE TO
11 HELP THEM UNDERSTAND CLIMATE HAZARDS, WHICH IS A PRETTY
12 TECHNICAL TOPIC. ANALYSIS HASN'T BEEN DONE AT THE REGIONAL
13 LEVEL AND WE'RE UNCOVERING GAPS IN OPPORTUNITIES THAT CAN HELP
14 FRAME DISCUSSIONS OF NEXT STEPS FOR THE REGION TO UNDERSTAND
15 HAZARDS AND ADDRESSING HAZARDS AND LAY GROUND WORKS FOR THE
16 EXPLORATION OF THE REGIONAL HAZARD MITIGATION PLAN. NEXT
17 SLIDE. A CORE PART OF OUR PROJECT HAS BEEN ENGAGEMENT WITH
18 BARC MEMBERS AGENCIES WE HAVE WORKED TOGETHER WITH THE BARC
19 STAFF THROUGH THE THIS PROJECT. AS PART OF THE PROJECT
20 MANAGEMENT TEAM, THE BARC TEAM PROVIDED PROJECT DIRECTION AND
21 FEEDBACK THROUGHOUT THE COURSE OF THIS PROJECT. WE HAVE
22 PRESENTED TO BARC STAFF DURING THESE PROJECT MANAGEMENT TEAM
23 MEETINGS SEVERAL TIMES TO MAKE SURE THAT PROGRESS IS GOING
24 BASED ON THEIR DIRECTION AND FEEDBACK. WE ALSO CONDUCTED
25 SEVERAL ROUNDS OF INTERVIEWS WITH BARC MEMBER AGENCY STAFF TO



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1 MAKE SURE THAT WE REALLY UNDERSTAND THEIR PROGRAMS, THEIR
2 POLICIES, THEIR PRIORITIES, AND THEIR NEEDS AND CHALLENGES. WE
3 ARE REALLY THANKFUL FOR THE BARC STAFFS MEMBER AGENCY STAFF
4 FOR THEIR ENTHUSIASM AND DEDICATION TO THIS PROGRAM. SO WE
5 TOOK ALL OF THE INTERVIEW FINDINGS AND USED THAT TO DEVELOP
6 THESE INITIAL SYSTEM MAPS AND RETURNED TO THE BARC MEMBER
7 AGENCIES FOR ANOTHER ROUND OF REVIEW TO MAKE SURE WE GOT
8 THOSE AGENCY MAPS CORRECT AND DEVELOPED HAZARD MAPS TO SHOW
9 REGIONAL INTERACTION AROUND THESE HAZARDS AND ALSO WORKING
10 WITH THE BAY AREA CLIMATE ADAPTATION NETWORK BAY CAN WE HELD A
11 SERIES OF FOCUS GROUPS AND SURVEYS AND LOCAL GOVERNMENT
12 COMMUNITY-BASED ORGANIZATIONS AND OTHER TECHNICAL ASSISTANCE
13 RECEIVERS TO UNDERSTAND WHAT KINDS OF TECHNICAL ASSISTANCE IS
14 AVAILABLE AND WHAT'S EFFECTIVE AND WHAT'S NOT. THAT'S ANOTHER
15 PART OF OUR OUTREACH. NEXT SLIDE, PLEASE. FINALLY WE CONDUCTED
16 SEVERAL ROUNDS OF INTERVIEWS WITH DIFFERENT FEDERAL AND STATE
17 AGENCIES TO UNDERSTAND HOW THEY WORK WITH BARC MEMBER AGENCIES
18 IN THE BAY AREA, AS WELL AS LOCAL AGENCIES, HOW THEY SEE THE
19 STATE OF ADAPTATION IN THE BAY AREA AND WHAT THEY SEE AS GAPS
20 AND OPPORTUNITIES FOR THE BAY AREA. NEXT SLIDE, PLEASE. SO, AS
21 WE'RE WRAPPING UP THIS STAGE OF WORK, HERE ARE KEY FINDINGS
22 AND PROGRESS TO DATE. WE DOCUMENTED AND CATALOGED CLIMATE
23 ADAPTATION ACTIVITIES THAT ARE BEING UNDERTAKEN BY REGIONAL,
24 STATE, AND FEDERAL AGENCIES AND CATEGORIZED THEM ACCORDING TO
25 THE CATEGORIES YOU SEE ON THE LEFT COLUMN, ON THE Y AXIS HERE,



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1 BUT WHETHER FACILITATION, RESEARCH, PLANNING, FINANCING,
2 FORMALIZING, AND IMPLEMENTATION. WHAT WE FOUND IS THAT MANY.
3 ACTIONS ARE IN THE FACILITATION, RESEARCH, AND PLANNING PHASE
4 AND THERE ARE RELATIVELY FEWER ACTIONS AROUND FINANCING,
5 FORMALIZING AND IMPLEMENTATION. SO THIS, TO US, IS A GAP IN
6 WHICH WE NEED TO COLLECTIVELY BE ABLE TO MOVE FROM PLANNING
7 AND RESEARCHING TOWARDS IMPLEMENTATION AND FUNDING. WE ALSO
8 CATALOGED AND DIAGRAMMED EACH BARC MEMBERS AGENCIES GUIDING
9 STRATEGIES AND PROGRAMS AND RELATIONSHIPS AS PART OF THIS.
10 NEXT SLIDE, PLEASE. I THINK BECAUSE OF THE SHORTENED TIME
11 WE'RE NOT GOING TO BE ABLE TO MOVE INTO PLATICA TO REVIEW THE
12 MAPS. BUT I WANT TO SAY A FEW KEY THINGS. NEXT SLIDE. THE
13 SYSTEM MAPS ARE A ROADMAP AND VISUALIZATION OF THE DIFFERENT
14 HAZARDS AND DIFFERENT STAKEHOLDER THAT IS ACTING IN EACH
15 HAZARD AREA. FOR EXAMPLE, WE HAVE -- WE CAN USE SYSTEMS MAP TO
16 SEE HAZARDS WHERE THERE IS COLLABORATION AND GREATER NETWORKS,
17 STAKEHOLDERS ACTIVE AT THE STATE REGIONAL AND LOCAL LEVEL WE
18 CAN USE MAPS TO SEE AREAS WHERE THERE IS ACTION, LORE DEGREES
19 OF COORDINATION, AND NOT AS MUCH INTERACTION, DIFFERENT
20 STAKEHOLDER SYSTEMS MAPS DESIGNED FOR RELATIONSHIPS WHETHER
21 THEY'RE FUNDING RELATIONSHIPS PARTNERSHIP COORDINATION AND
22 RELATIONSHIPS HIGHLIGHTING ACTION PROGRAMS DEPLOYMENT PROGRAMS
23 IMPLEMENTATION TECHNICAL ASSISTANCE AND PERMITTING AND
24 REGULATIONS. NEXT SLIDE, PLEASE. NEXT SLIDE, PLEASE. ANOTHER
25 PART OF OUR PLANNING ANALYSIS, WE FOUND THAT DIFFERENT LEVELS



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1 OF INTERACTION BY HAZARD. WE FOUND OUT A LOT OF BARC MEMBERS
2 AGENCIES ARE ACTIVE IN THE TOPICS OF COASTAL FLOODING
3 OTHERWISE KNOWN AS SEA LEVEL RISE AND INLAND FLOODING THERE IS
4 COORDINATION AND COLLABORATION BETWEEN AGENCY WITH EACH OTHER
5 AND LOCAL AGENCIES WITH THESE HAZARDS. COMPARATIVELY THERE WAS
6 FEWER LEVELS OF REGIONAL COORDINATION AROUND WILDFIRE HEAT AND
7 DROUGHT BETWEEN REGIONAL AGENCIES WITH EACH OTHER AND LOCAL
8 AGENCIES WITH THERE STATE COUNTERPARTS THIS IS A GAP THAT
9 HIGHLIGHTS HAZARDS RIGHT NOW BEING ADDRESSED AT THE THROUGH
10 LEVEL IN THE BAY AREA WHILE OTHERS ARE NOT. I THINK RIGHT NOW
11 I WOULD LIKE TO CONCLUDE THIS PRESENTATION. WITHOUT BEING ABLE
12 TO SHARE AN EXAMPLE OF THE SYSTEMS MAP BECAUSE WHAT IS WHAT WE
13 PLANNED FOR THE TIME ALLOTTED TODAY. UNFORTUNATELY, THIS IS AN
14 EARLIER VERSION OF OUR PRESENTATION FOR THE MAY 19TH BOARD
15 MEETING AND IT DOES NOT CONTAIN THE SCREENSHOT OF THE SYSTEMS
16 MAP THAT WE PULLED OUT. I WANT TO ADD THAT FOR NEXT STEPS WE
17 ARE WORKING WITH THE BARC PMT AND WITH BARC TO DEVELOP A DRAFT
18 SYSTEMS MAP REPORT. THIS REPORT WILL BE PROVIDED TO BARC FOR
19 FEEDBACK BY THE END OF JUNE AND THEN WE WILL BE FINALIZING THE
20 REPORT AND RETURNING TO THE BARK GOVERNING BOARD FOR A
21 PRESENTATION IN JULY WHERE WE WILL BE ABLE TO HOPEFULLY SHOW
22 YOU ALL OF THE SYSTEMS MAPS THAT WE HAVE CREATED AND BE ABLE
23 TO EXPLORE THEM WITH YOU IN DETAIL. APOLOGIES FOR THE
24 TECHNICAL DIFFICULTIES. THANK YOU.
25



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1 **JOSH BRADT:** THANK YOU, SHELLEY.

2

3 **CHAIR, JESSE ARREGUIN:** I THINK AT THE END OF THE PRESENTATION,
4 THERE WERE LINKS TO THE MAPS, IF I'M NOT MISTAKEN. SO, I THINK
5 MEMBERS CAN PULL THAT UP. IT'S ON PAGE 42 OF THE PACKET. SO,
6 BUT, JOSH IS THERE ANYTHING ELSE YOU WANTED TO ADD BEFORE WE
7 OPEN UP TO ANY QUESTIONS OR COMMENTS?

8

9 **JOSH BRADT:** NO. JUST THAT, YOU KNOW, FEEL FREE TO ACCESS THOSE
10 LINKS AND TAKE A LOOK ON YOUR OWN SO YOU CAN JUST, SORT OF,
11 SEE THE COMPLEXITY OF THE INTERACTIONS OF -- BY THE CASE
12 STUDIES THAT ARE AVAILABLE, AND THEN, ALSO, JUST LOOKING AT
13 THE AGENCIES THAT MAYBE YOU'RE ASSOCIATED WITH, BECAUSE THEY
14 EACH HAVE AN INDIVIDUAL MAP, AS WELL, THAT SHOWS WHAT THEIR
15 BASIC ACTIVITIES ARE, WHO ARE THEIR PARTNERS, WHERE DO THEY
16 GET THEIR FUND SUPPORTING THEIR MANDATES. SO, YOU KNOW, AGAIN,
17 THIS IS ALL GETTING CONSOLIDATED. THE MAPS ARE -- IT TAKES A
18 BIT OF EXPERTISE TO READ, AND THAT IS WHY WE ARE NOW TURNING
19 MORE TOWARDS THIS NARRATIVE COMPONENT AND REPORTING COMPONENT
20 THAT IS GOING TO REALLY HELP FOLKS TEASE OUT AND SEE WHAT THE
21 LESSONS ARE BEING LEARNED BY THESE MAPS BECAUSE THEY DON'T
22 JUST CLEARLY JUMP OUT TO YOU SOMETIMES.

23



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1 **CHAIR, JESSE ARREGUIN:** AND JOSH, ON SLIDE -- WHAT IS IT? PAGE
2 38, THE QUESTIONS TO CONSIDER FOR REGIONAL MULTI-HAZARD
3 ADAPTATION PLANNING.

4

5 **JOSH BRADT:** YES?

6

7 **CHAIR, JESSE ARREGUIN:** DO YOU WANT TO GO OVER THAT OR ARE WE
8 GOING TO REVISIT THAT IN THE FUTURE.

9

10 **JOSH BRADT:** WE WILL DEFINITELY BE REVISITING THESE ARE, SORT
11 OF, PLACEHOLDERS FOR LONGER DEEPER CONVERSATIONS THAT NEED TO
12 BE HAD AMONGST THE AGENCIES, DIRECTORS AND STAFF ON, YOU KNOW,
13 REALLY SOME OF THE CONSTRAINTS AND CHALLENGES.

14

15 **CHAIR, JESSE ARREGUIN:** OKAY. YEAH, I MEAN SOME OF THE
16 QUESTIONS, SHOULD THERE BE REGIONAL COORDINATION ISSUED FOR
17 EVERY CLIMATE HAZARD OR CAN REGIONAL AGENCIES BRING THEIR BEST
18 VALUE IN ADVANCING ADAPTATION, HOW DO WE BALANCE THE
19 TENSIONING BETWEEN NEEDING TO SCALE UP AND MOVE QUICKLY, AND
20 THEN THE NEED FOR INCLUSIVE COMMUNITY-BASED PROCESS AND
21 ADDRESSING THE ISSUES OF EQUITY. I THINK THOSE ARE ALL VERY
22 GOOD QUESTIONS FOR US TO CONSIDER, CERTAINLY.

23

24 **JOSH BRADT:** YES. YES. I MEAN, THOSE ARE THE CRUX OF THE
25 MATTER.



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1

2 **CHAIR, JESSE ARREGUIN:** OKAY. DOES THAT COMPLETE THE
3 PRESENTATION?

4

5 **JOSH BRADT:** THAT DOES COMPLETE TODAY'S PRESENTATION.

6

7 **CHAIR, JESSE ARREGUIN:** THANK YOU VERY MUCH. AND THANK YOU FOR
8 KEEPING US UPDATED ABOUT THIS IMPORTANT WORK. SO WE'LL UP FOR
9 QUESTIONS OR COMMENTS. COMMISSIONER SPERING SOMETHING

10

11 **JAMES SPERING:** ON ONE OF THE SUBSTANTIAL COORDINATION PROCESS
12 CHECKLIST WE CAN GIVE LOCAL JURISDICTIONS ISSUES CRITERIA THAT
13 WE COULD RECOMMEND THEY FOLLOW AS THEY GO THROUGH THEIR
14 PLANNING PROCESS ARE WE GOING TO HAVE TOOLS LIKE THAT IN THIS
15 PROCESS.

16

17 **JOSH BRADT:** I DON'T THINK THERE WILL BE TOOLS LIKE THAT AT THE
18 END OF THIS ANALYSIS YOU KNOW THIS ANALYSIS ACTUALLY RAISING
19 TYPES OF ISSUES THAT WOULD BE POST ANALYSIS STEPS TO TAKE AND
20 DISCUSSIONS TO BE HAD ABOUT HIGHEST PRIORITIES FOR HELPING
21 LOCALS BUILD THIS FRAMEWORK AND SOME OF THOSE MATTERS CAN
22 ATTEND THROUGH THE REGIONAL MULTI-HAZARD ADAPTATION PLAN.

23

24 **SPEAKER:** WE NEED TO PUT ATTENTION INTO HOW WE COMMUNICATE WITH
25 THOSE JURISDICTIONS AND HOW WE MAKE THEM AWARE OF THESE



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1 ISSUES. AND AS THEY DO THEIR PLANNING THAT INCORPORATES SOME
2 OF THESE STRATEGIES IN THAT PLANNING. SO, I THINK THAT'S A
3 VERY IMPORTANT PIECE. BECAUSE AS YOU LOOK AT A LOT OF THESE
4 THINGS WE DON'T CONNECT THE LOCAL JURISDICTIONS WELL ENOUGH.
5 AND SO HOPEFULLY THAT WILL BE SOMETHING THAT CAN BE CONSIDERS.
6 THANK YOU.

7

8 **JOSH BRADT:** UNDERSTOOD. THANK YOU.

9

10 **CHAIR, JESSE ARREGUIN:** VICE CHAIR WASSERMAN?

11

12 **V. CHAIR, ZACH WASSERAN:** THANK YOU. A COUPLE OF COMMENTS. ONE
13 IS FOLLOW-UP ON MR. SPERING'S COMMENT. BARC PROBABLY WILL NOT
14 HAVE THE RESOURCES TO DO THE VERY NECESSARY THING THAT HE
15 TALKED ABOUT BUT I THINK IT MAY BE APPROPRIATE TO INCLUDE AS
16 PART OF THOSE MAPS AT THE END FOR EACH OF OUR AGENCIES WHAT
17 THEY ARE DOING IN THAT REGARD. THERE IS AN ISSUE OF
18 COORDINATION I APPRECIATE. BUT EACH OF US IN THE VARIOUS
19 HAZARD AREAS, WITH OUR FOCUS AND EXPERTISE THAT WE BRING NEED
20 TO DO THAT AND I THINK IT WOULD BE APPROPRIATE TO BE PART OF
21 THAT. SECOND, SECOND IS SIMPLY A THANK YOU FOR THIS WHOLE
22 EFFORT. AND WE ALL NEED TO RECOGNIZE THIS IS AN ITERATIVE
23 EFFORT. I KNOW THAT AT THE BCDC FOCUS WE -- I HAVE BEEN
24 WORKING ON VERSIONS OF THIS FOR THE LAST 11-PLUS YEARS. AND IT
25 DOESN'T BECOME SIMPLER. BUT IT IS OF INCREASING IMPORTANCE AS



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1 THE ISSUES WE FACE BECOME INCREASINGLY INTENSE. ON THE
2 QUESTIONS THAT CHAIR ARREGUIN RAISED, I THINK THERE ARE A
3 COUPLE OF OTHER TENSIONS THAT NEED TO BE ADDRESSED IN THAT
4 THIRD QUESTION. ONE OF THEM IS FUNDING. I MEAN, PLAIN AND
5 SIMPLE. AND IT'S, FRANKLY, BOTH FUNDING FOR THE SECOND BULLET,
6 BUT IT'S ALSO FUNDING FOR OUR AGENCIES TO DO THIS WORK, AND
7 THERE IS SIMPLY NOT ENOUGH FOR, I THINK, ANY OF US IN
8 ACCOMPLISHING THE GOALS THAT THIS MAPPING IS LOOKING AT. BUT,
9 AGAIN, I THINK THE EFFORT IS VERY HELPFUL AND VERY IMPORTANT.
10 AND I DID LOOK AT THE BCDC ONE AT THE END AND IT IS HELPFUL AS
11 WELL. THANK YOU.

12

13 **CHAIR, JESSE ARREGUIN:** THANK YOU. ARE THERE ANY OTHER
14 QUESTIONS OR COMMENTS ON THE PRESENTATION? ANYONE ON ZOOM?
15 OKAY. IF NOT, TO BE REVISITED AT A FUTURE MEETING. AND I
16 APPRECIATE IT BRINGS ELEMENTS. BIGGER WORK PLAN TO US, IN
17 PIECES THAT WE CAN PROVIDE FEEDBACK AS IT MOVES FORWARD. AND
18 ENCOURAGE EVERYONE TO TAKE A LOOK AT THE MAPS IN THE INTERIM
19 AND WE'LL HAVE, I THINK, A FOLLOW UP CONVERSATION TO TACKLE
20 SOME OF THE BIGGER QUESTIONS ONCE WE HAVE A MORE COMPLETE SET
21 OF MAPPING. OKAY. THANK YOU VERY MUCH. SO, THANK YOU, SHELLEY,
22 AS WELL. AND WITH THAT, WE'LL PROCEED TO THE NEXT AGENDA ITEM
23 WHICH IS PUBLIC COMMENT ON NON-AGENDA MATTERS. IS THERE ANY
24 MEMBER OF THE PUBLIC HERE IN THE BOARDROOM OR ON ZOOM WHO
25 WOULD LIKE TO SPEAK TO AN ITEM THAT'S NOT ON THIS MORNING'S



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1 AGENDA? I DON'T SEE ANY MEMBERS HERE IN THE BOARDROOM OR ON
2 ZOOM. UNFORTUNATELY WE DID NOT ESTABLISH QUORUM, SO WE WILL
3 HAVE TO CARRY OVER THOSE ACTION ITEMS TO OUR NEXT MEETING. AND
4 BOTH ALLISON AND I WILL FOLLOW UP WITH SOME OF THE MEMBERS TO
5 ENSURE THAT WE HAVE FULL PARTICIPATION. VICE CHAIR WASSERMAN?

6

7 **V. CHAIR, ZACH WASSERAN:** THANK YOU. SOMETHING THAT I COULD
8 HAVE PUT IN THE BCDC REPORT AND I JUST FORGOT. THERE IS
9 ANOTHER VERY IMPORTANT MEASURE IN THE LEGISLATURE, SB272 OF
10 THE LAIRD BILL WHICH HAS PASSED THE SENATE AND IS GOING TO THE
11 ASSEMBLY AND I AM SURE WILL PASS THE ASSEMBLY IT'S SIMILAR TO
12 A BILL THAT WAS PASSED IN THE LAST SESSION. IT DIRECTS BCDC TO
13 DEVELOP GUIDELINES FOR LOCAL JURISDICTIONS. IT DOES NOT HAVE
14 STICKS IN IT. THERE ISN'T A REQUIREMENT OR PENALTIES FOR NOT
15 COMPLYING. THERE ARE SOME CARROTS. IT IS A VERY PERSONALITY
16 BILL IN MOVING THE GUIDANCE FORWARD IN ACCOMPLISHING THE
17 COMMUNICATION TO THE LOCAL JURISDICTIONS. THE GOVERNOR VETOED
18 IT LAST TIME FOR REASONS THAT ARE NOT ENTIRELY CLEAR, BUT
19 BECAUSE NOBODY EXPECTED THAT THERE WASN'T A WHOLE LOT OF
20 EFFORT THAT GETS SUPPORT FOR IT. SO, WE ARE REQUESTING THAT IF
21 YOUR JURISDICTIONS HAVE NOT TAKEN UP SB272, WE ASK YOU TO DO
22 SO AND TO SUPPORT IT SO THAT THE GOVERNOR UNDERSTANDS THIS IS
23 A VERY IMPORTANT BILL FOR THE BAY AREA. THANK YOU.

24



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1 **CHAIR, JESSE ARREGUIN:** THANK YOU. I WANT TO THANK EVERYONE FOR
2 COMING TODAY. AND OUR NEXT MEETING IS IN JULY. AND, SO, WE'LL
3 MAKE SURE THAT WE CALENDAR THE ACTION ITEMS FOR ACTION AS WELL
4 AS ENSURE THAT WE HAVE FULL PARTICIPATION, SO WE CAN TAKE UP
5 THAT BUSINESS AT THAT MEETING. BUT THANK YOU ALL FOR BEING
6 HERE TAKING THE TIME AND WITH THAT THIS MEETING IS ADJOURNED.
7 THANK YOU. [ADJOURNED]

8

9

10



NTTT

Broadcasting Government



Legislation Details (With Text)

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Title: Presentation of and Discussion of Ounce of Prevention: Advancing Equitable Climate Resilience Planning Report

Sponsors:

Indexes:

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Attachments: [Item 8. a Ounce of Prevention PPT 7-3-2023.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Presentation of and Discussion of Ounce of Prevention: Advancing Equitable Climate Resilience Planning Report

Presenter:

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Recommended Action:

Information



Ounce of Prevention: Advancing Equitable Climate Resilience Planning California

How are California cities preparing for climate change?

This report reviews the compliance mechanism of SB 379 and how municipalities responded.

Plan Review



Stakeholder
interviews



Project Team



Jonathan Parfrey



Kristopher Eclarino



Michael McCormick



Carolyn Yvellez



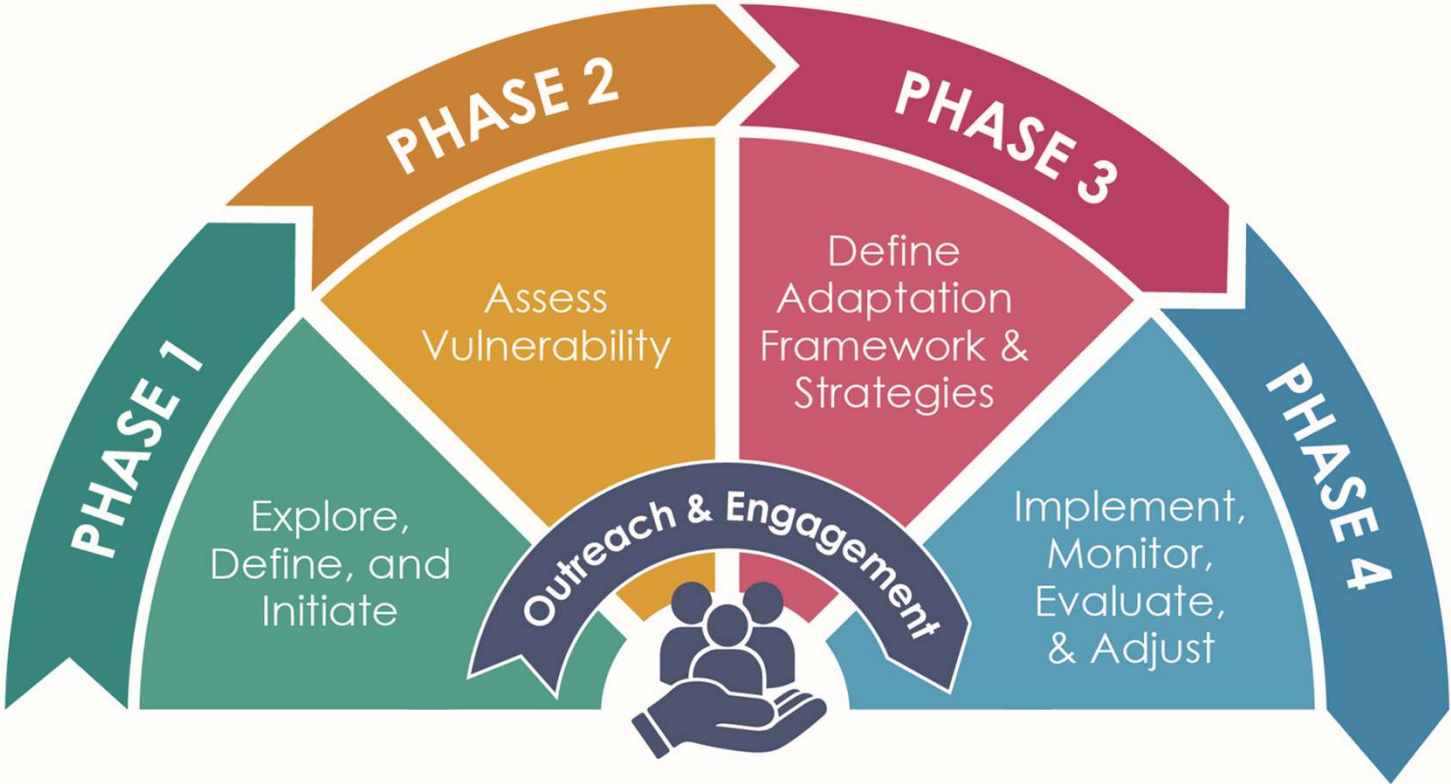
Christina Oraftik

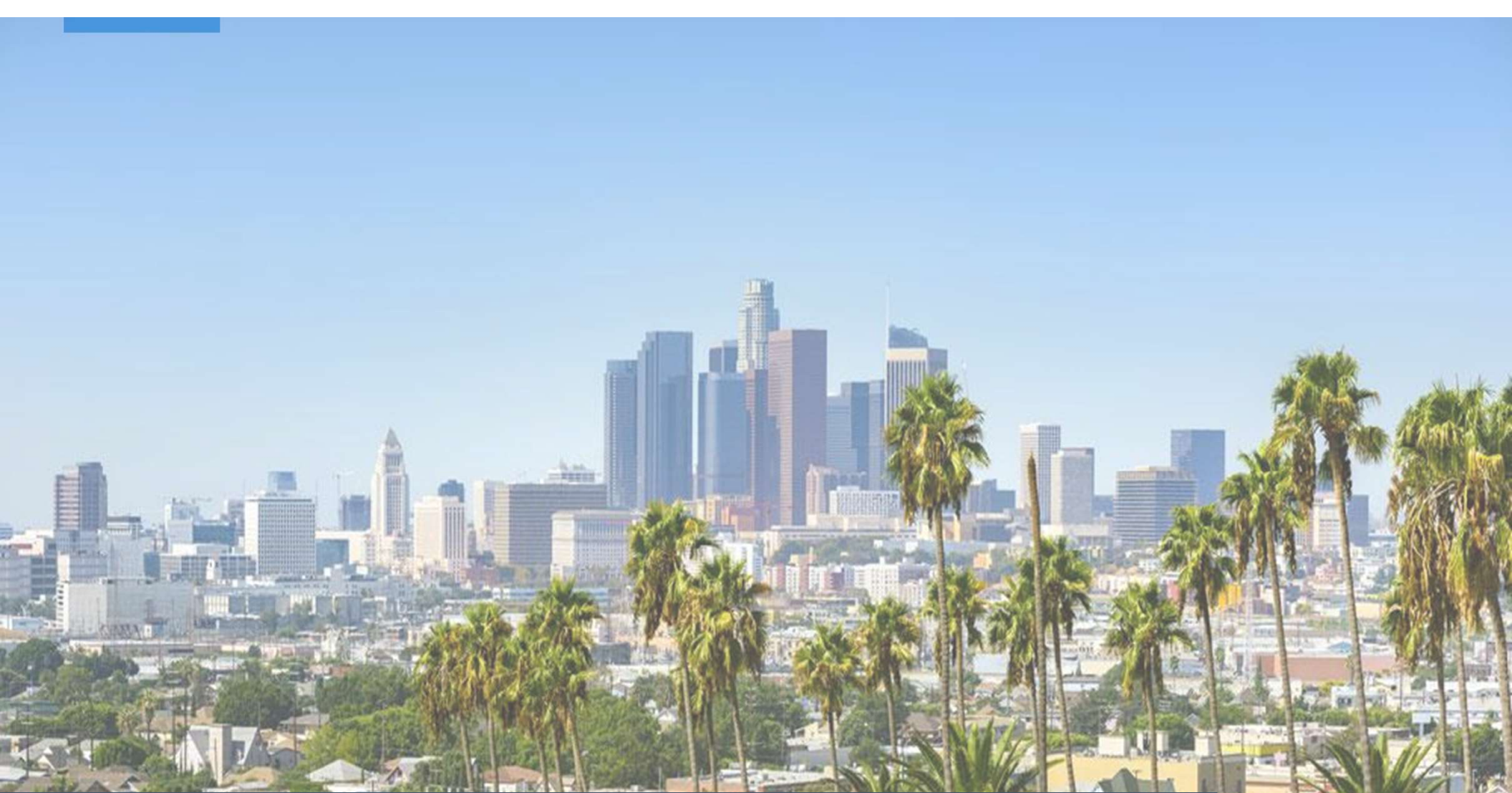
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SB379 - Addressing Climate Change Impacts in California



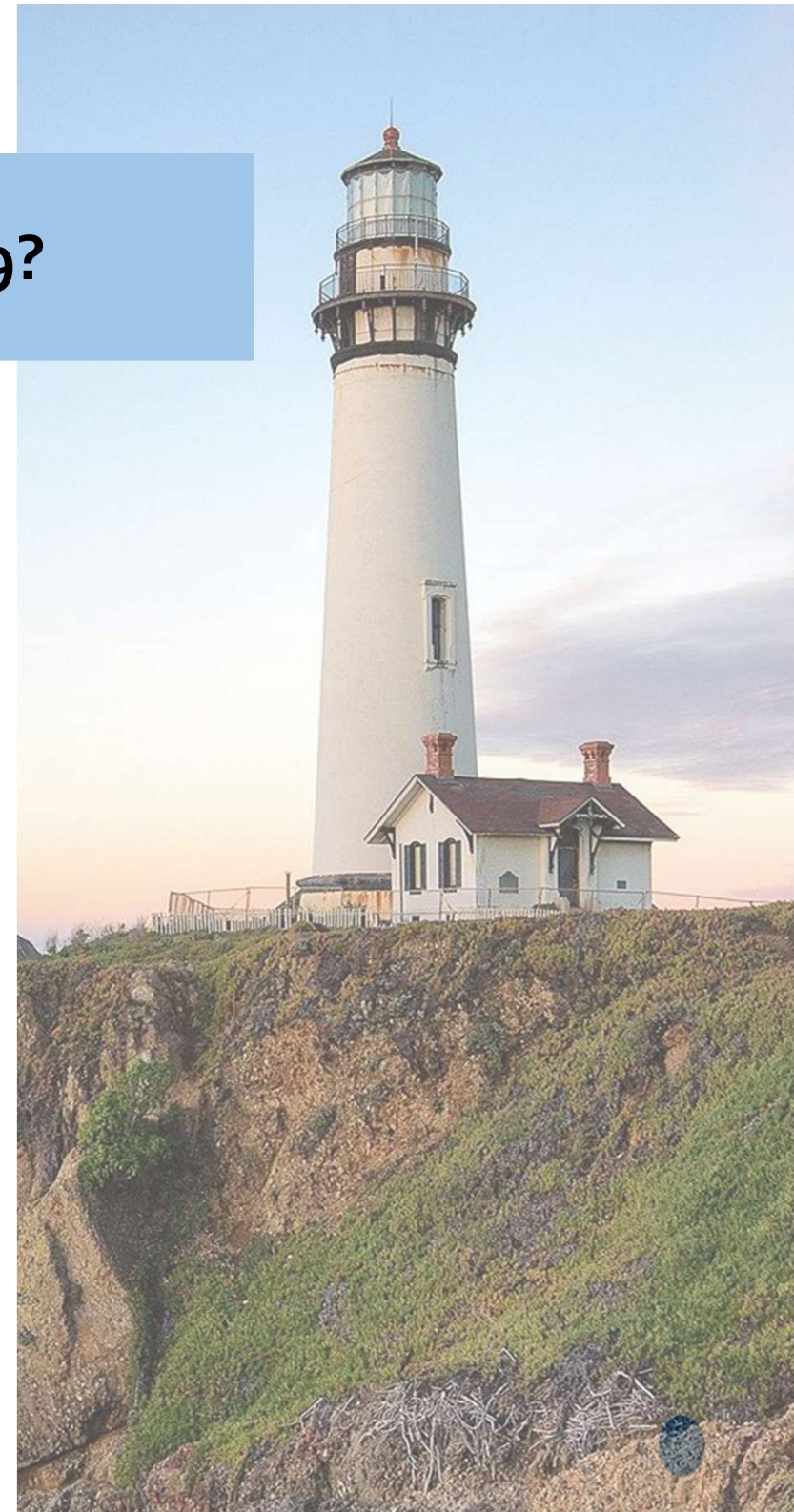


Findings & Conclusions

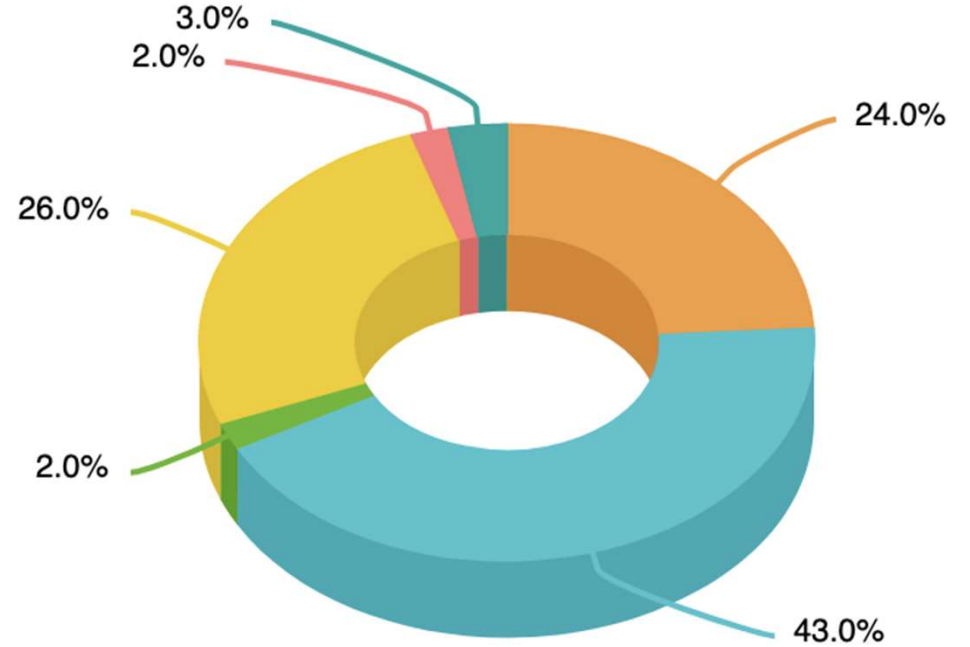
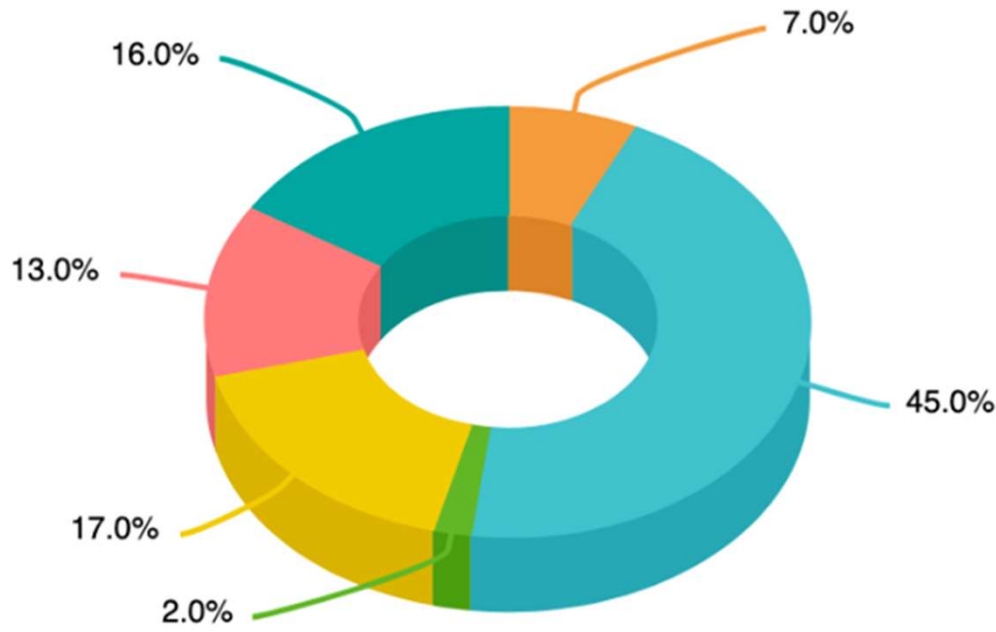


Have jurisdictions complied with SB 379?

- Only half of California Jurisdictions have updated their Safety Elements to address climate change
- Most non-compliant jurisdictions lacked the financial and staff resources to engage in planning



Who Has Completed Assessments to Date - Cities vs Counties?



- Updated and adopted Safety Element
- Completed Vulnerability Assessment and Policy Development
- Developed Adaptation Policy Development
- Completed Vulnerability Assessment
- Acknowledges Climate Risk
- Unknown/uncatergorized

Data Accessed 8/22



Farallon
Strategies



Climate
Resolve



What climate planning approach proved most effective?

- Stand-alone adaptation plans are detailed and have potential to lead to transformative implementation projects
- LHMP updates are cost efficient approach for SB379 compliance but have limitations
- Updated to General Plans are more effective
- Forming trusted relationships with community leaders is important to integrating community values into climate adaptation planning



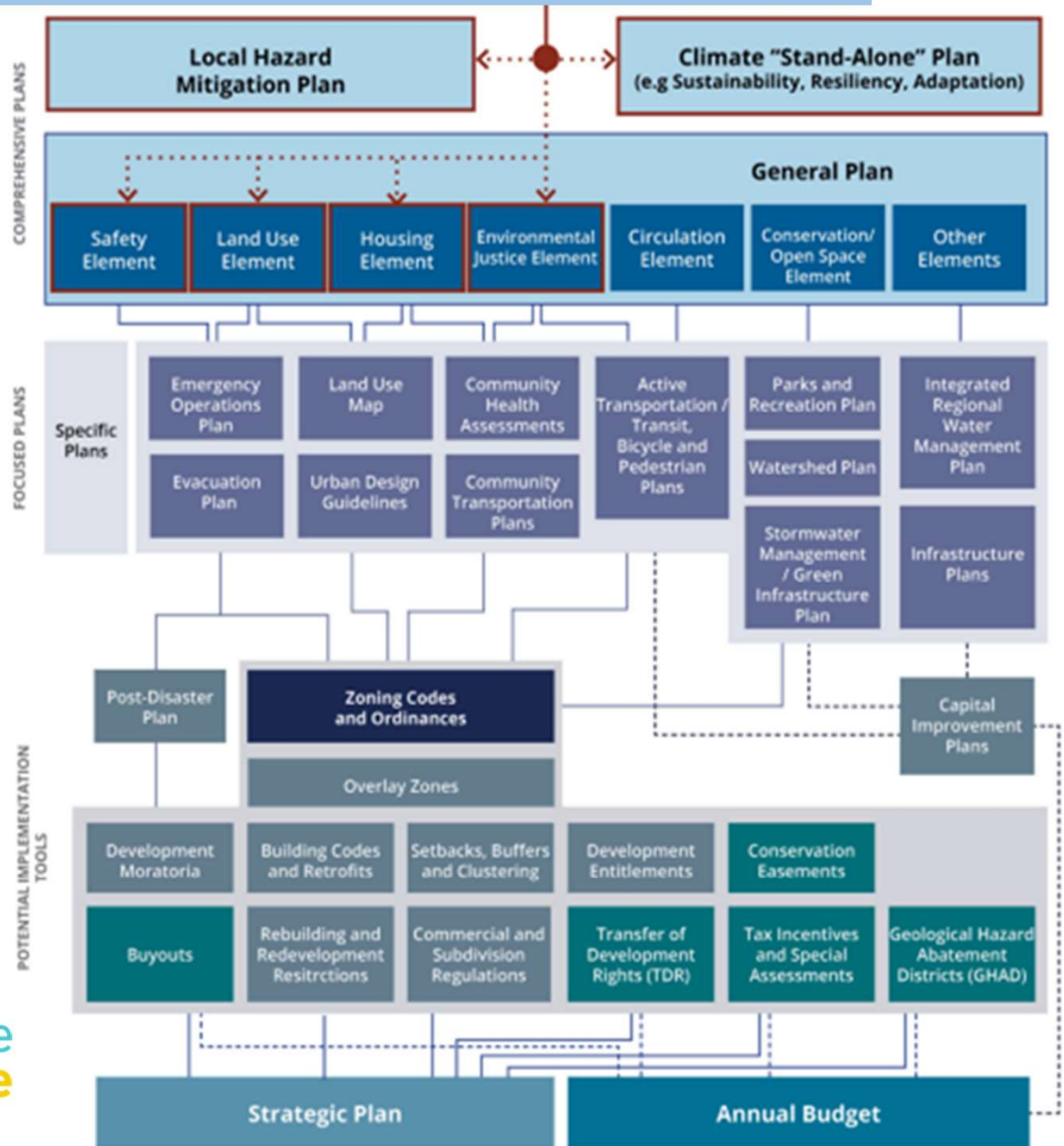
Types of Resilience Plans



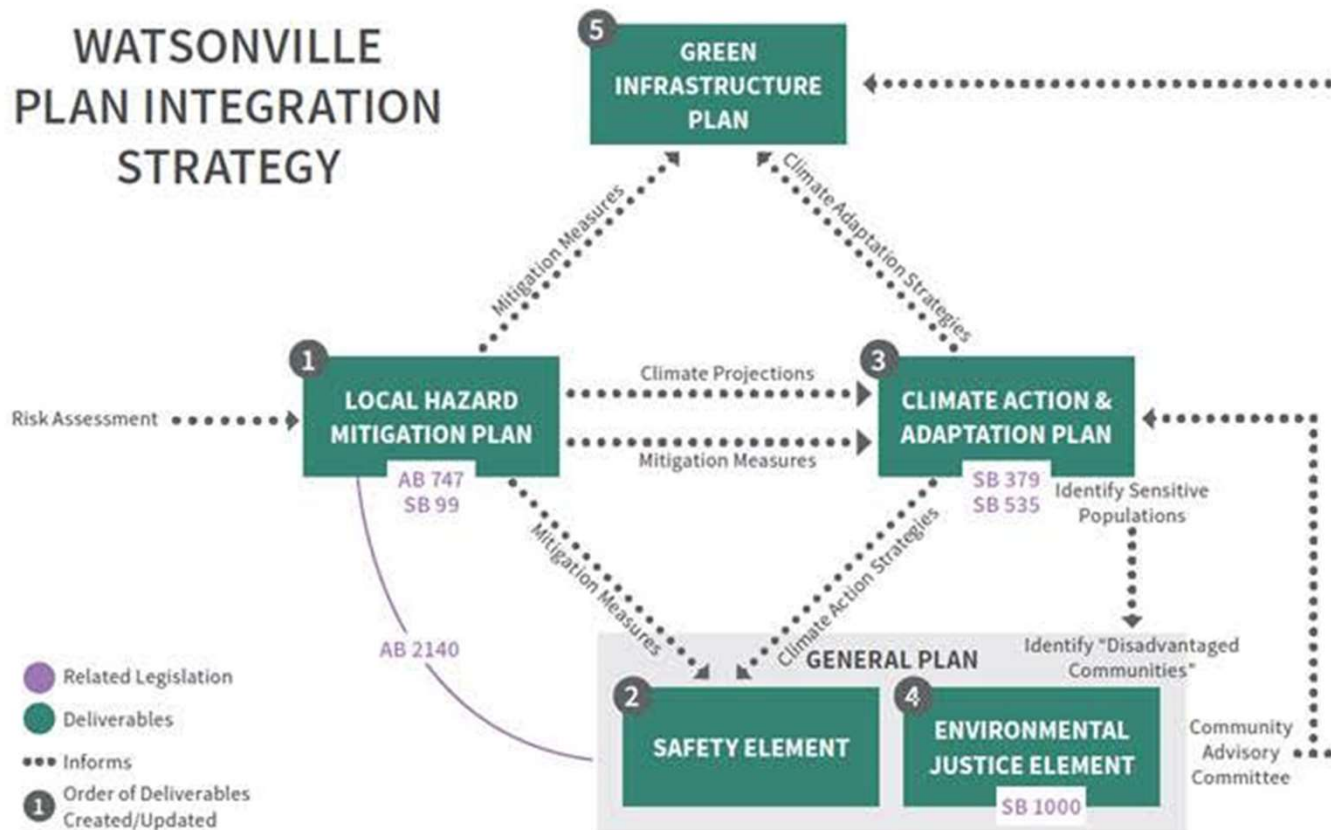
Source: [Regional Resilience Toolkit](#)



Climate Adaptation and Resilience - Cascading Policy



Real World Complexity in Addressing Climate Adaptation



Have jurisdictions implemented their climate resilience plans?



- Capacity and institutional continuity are huge concerns across state, local govt, non-profits, consultancies, and academia to act on the work that is needed to establish policy, and then implement that policy.
- Too soon to tell if SB 379 will effectively create new implementation programs



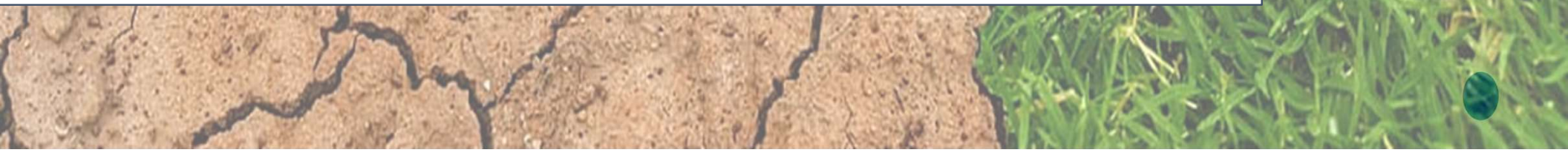
What has been the role of regional agencies and consultants in facilitating local compliance?

- Regional climate planning efforts have not been embraced by local jurisdictions
- Disconnect between high-level regional policies and the development of local programs and projects
- Technical assistance programs helped municipalities, but more help is needed
- Consultants who developed regional plans used them to inform local plans
- Trade-offs in municipalities contracting with consultants to prepare plans





Project Team Recommendations



Recommendations - the Big 4!

1. Address the Crisis of Capacity

1. Invest in education and workforce development and retention across all sectors
2. Amend legislation to allow reference to regional vulnerability assessment
3. Provide block grants or sustainable funding
4. Support existing climate collaboratives and TA programs



Recommendations - the Big 4!

2. Create Efficiencies of Scale

1. Distribute adaptation planning work appropriately between local and regional level
2. Provide specific plan alignment guidance
3. Develop effective partnership models (CBOs)
4. Designate review authority of SB379 compliance to OPR



Recommendations - the Big 4!

3. Fund Climate Planning at the Local Level

1. Renew OPR's Adaptation Planning Grant Programs
2. Allow flexibility in funding toward local climate planning
3. Renew funding for SGC's BOOST program and support additional TA programs
4. Leverage private philanthropy



Build • Organize • Optimize • Strengthen • Transform



Recommendations - the Big 4!

4. Encourage Robust Climate Adaptation Plans

1. Large jurisdictions – counties and cities with populations greater than 150,000 people – should develop a standalone climate adaptation plan
2. Mid-sized jurisdictions – with populations ranging from 80,000-150,000 – should update their general plan to account for climate impacts as well as update their LHMP
3. Small jurisdictions – with fewer than 80,000 people - should utilize external resources provided by their county or COG, technical assistance programs, or pool efforts with nearby jurisdictions to comply with SB 379 via LHMP integration approach
4. Regional plans may prove helpful in the future.





Thank You – Q&A

