1. Background and Magnitude of Key Industry and Commerce in the Bay Area

2. Bay Planning Coalition Mission and Vision

3. Program Scope

4. Program Priorities
   a. Policy Implementation and Advocacy
   b. Education and Outreach
   c. Organizational Development
2015 Board of Directors*

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Committee Chairs:
- Dredging & Beneficial Reuse Committee: Jaclyn Gnusti, Moffatt & Nichol
- Legislative & Policy Committee: Walton Gill, Chevron Products Company
- Organizational Development Committee: Laura Kennedy, Kennedy/Jenks Consultants
- Water, Energy & Infrastructure Committee: Tom Guarino, Pacific Gas & Electric

* The finalized 2015 Board of Directors is pending the results of the board election, which will be concluded on December 31, 2014.
** Member of the 2014 BPC Executive Committee
1. MISSION AND VISION STATEMENTS

Our mission states the reason why the Bay Planning Coalition exists:

Working through a broad coalition, to advocate for sustainable commerce, industry, infrastructure, recreation and the natural environment connected to the San Francisco Bay and its watershed.

- BPC is the sole organization focused specifically on the economic interests and vitality of the Bay. In the interest of quality of life, the economy must be thriving, offering employment opportunities to all members in the community.
- BPC views the maritime industry, its movement of goods and trade as central to business continuity and economic vitality of the Bay Area region.

Our vision describes where we intend to take the Bay Planning Coalition:

Provide visionary leadership for San Francisco Bay stakeholders as an effective coalition that vigorously advances solutions for a thriving economy, environment and community.

- The San Francisco Bay and its watershed reach up to Sacramento, Stockton, into the Central Valley and to the South Bay.
- Stakeholders include businesses, regulatory agencies, local, state and federal government and non-profits.
- The Bay Planning Coalition demonstrates its resiliency by providing timely solutions through our advocacy, policy and education.
2. PROGRAM SCOPE

The 2015 Work Plan reflects the discussion, actions, and refinement from efforts implemented in 2014 and the discussion from the 2013 Strategic Planning Retreat, which took place on September 30, 31-October 1, 2013. The 2015 Work Plan addresses four Strategic Priorities that reflect the goals and objectives of the Bay Planning Coalition. Many of these goals and objectives were developed initially at the Strategic Planning Retreat in September 2011 and later addressed during the 2013 Strategic Planning Retreat. This 2015 Work Plan is the key tool to identify priorities and outcomes and to provide accountability that Bay Planning Coalition activities are tied to the Board’s policy goals. These critical areas fall into four categories:

1. Policy Implementation and Advocacy
2. Education and Outreach
3. Continued Development and Growth of BPC as an Organization
4. Board Engagement

The Work Program is a living document that should be routinely updated to reflect changes in legislation, regulations, rulemaking, court decisions, and economic trends. The 2015 Work Plan will be reviewed and adjusted as appropriate during the year to meet the demands and needs of our membership.

Included in the Work Plan are issues and activities and outcomes. Additional items likely are to be considered and advanced throughout the year; included here are areas considered at this time to be of likely high impact and emphasis.
3. PROGRAM PRIORITIES

A. POLICY IMPLEMENTATION AND ADVOCACY

1. FEDERAL WATER AND ENERGY APPROPRIATIONS

1. The Harbor Maintenance Trust Fund/RAMP Act

Full funding of port and harbor needs remains a critical area of importance for BPC membership, and the economy of our region and state.

Advancement of federal legislation remains the most logical avenue to ensure the full use of Harbor Maintenance Trust (HMT) Fund monies to provide the needed funding for dredging and maintenance of our channels, harbors and ports to the project depth to support economic growth and vitality. Bay Planning Coalition will work with the California Marine Affairs and Navigation Conference (CMANC) and other agricultural and manufacturing associations to increase advocacy and education to secure funding of HMT as authorized by WRRDA 2014, and support legislation or increases in this funding in the 114th session of Congress.

Proposed Actions: Actively educate Members of Congress about the economic merits of full funding of the HMT, and seek additional sponsors. In order to build political support in Congress, this will require educating local government officials, media and the general public about the economic benefits and necessity of maintaining navigation channels at project depths. Education of Members of Congress will occur through in-person meetings both in Washington, D.C. and California District offices, through letters and written editorials, and through workshops and other public events, such as the Decision Makers Conference (DMC).

Outcomes:
- Support legislative proposals that increase funding for the HMT.
2. Water Resources Recovery Development Act (WRRDA) – Appropriations Committee

The Water Resources Reform and Development Act of 2014 (WRRDA) was enacted after being signed by the President on June 10, 2014. WRRDA provides for improvements to rivers and harbors of the United States, to provide for the conservation and development of water and related resources, and for other stated purposes. With the ports and harbors in the greater Bay Area being a primary driver of our economy, BPC advocated in 2014 for full WRRDA funding through the Fiscal Year 2015 Energy and Water Appropriations legislative process to support projects that are important to BPC membership and our region.

Proposed Actions: Having sent a joint letter and met with representatives in Washington DC in December 2013 and again in November 2014 regarding this issue, BPC will continue working with partners such as the State Coastal Conservancy, San Francisco Bay Conservation and Development Commission (BCDC), The Bay Institute, and Save the Bay on advocating for funding for 1) Bay Area dredging projects, 2) an increase in the beneficial reuse of dredged materials for wetlands restoration and flood protection, and 3) adequate funding for the US Army Corps of Engineers San Francisco District to carry out their mission. This advocacy will involve visits to Washington, strategic letters, and collaboration and partnership with local entities to increase our leverage and chances of success.

Outcomes:

- A fully funded WRRDA through that incorporates funding for projects and studies of importance to BPC members and our region.
- Continue to build a broader base of political support, and increase the number of partners to support BPC’s efforts.

3. Other Ongoing Federal Policy Issues

There are several other federal policy issues that BPC will be tracking in 2015, and advocating for on behalf of its members. These federal policy issues may include:

- The proposed EPA ruling on the definition of “Waters of the United States” under the Clean Water Act.
- Securing full funding for port and harbor needs.
• Tax reform to maintain tax exempt financing for port authorities.
• Increased opportunities for public-private partnerships.
• Alternative energy initiatives to reduce port costs.
• Implementation of ballast water regulations to address invasive species issues.
• Potential legislation and funding opportunities to address the U.S. infrastructure crisis.
• Any potential Endangered Species Act reform and case law.

Proposed Actions: BPC will continue to track and advocate federal policy issues relevant to BPC and its members. BPC will work with ENS Resources in Washington, D.C. to remain apprised of all pending federal policy issues relevant to Northern California and BPC, and advocate for issues on behalf of our membership. This advocacy will involve visits to Washington, strategic letters, and collaboration and partnership with local entities to increase our leverage and chances of success.

Outcomes:
• Continue to track federal policy issues relevant to BPC and its members, and advocate for federal legislation and policy on behalf of BPC and its membership.

2- STATE, REGIONAL AND LOCAL GOVERNMENT

1. Advocacy for Political Appointments

Many state agencies have oversight over areas of interest to Bay Planning Coalition members. The selection of political appointments to such agencies can potentially have long-term consequences associated with increased legal and regulatory fees, unnecessary and burdensome regulations, and a decrease in the ability to protect and create new jobs.

The Bay Planning Coalition has sent letters to Governor Brown in support of potential candidates to BCDC, San Francisco Bay Regional Water Quality Control Board and the State Water Resources Control Board. We have had good success supporting candidates whom Governor Brown has appointed. The Bay Planning
Coalition will continue to support viable candidates who will listen to and represent the views of our members to the following agencies:

- Association of Bay Area Governments
- Bay Area Air Quality Management District
- California Air Resources Board
- California Energy Commission
- Metropolitan Transportation Commission
- San Francisco Bay Conservation and Development Commission
- San Francisco Bay Regional Water Quality Control Board
- State Water Resources Control Board
- Water Emergency Transportation Authority

BPC will support candidates who show a willingness to listen to reasoned and relevant arguments, who are open to BPC’s philosophy, and who have a reasonable chance of appointment. As time permits, the choice of which candidates to support will be vetted through the Legislative/Policy Committee, or the Executive Committee.

**Proposed Action:** Continue to proactively work with like-minded associations such as the Bay Area Business Coalition, organized labor and local government while advocating, educating, and monitoring state and local agencies about issues of importance to Bay Planning Coalition members. Generate letters in support of political appointments and continue to facilitate meetings with persons of political influence to help move the political appointment process in favor of our candidates. Reach out to have political appointees speak before various Bay Planning Coalition events and develop a stronger working relationship with these policy makers.

**Outcomes:**
- The selection and appointment of candidates that BPC supports to relevant boards and agencies.
- Improved relationships and increased interactions with policy makers.

2. **Bay Area Business Coalition**

In 2011 Bay Planning Coalition was one of several non-profit advocacy organizations that joined ranks to form the ‘Bay Area Business Coalition’ (BABC).
The Bay Area Business Coalition includes: Bay Area Council, Bay Planning Coalition, BIA Bay Area, East Bay Leadership Council, East Bay EDA, Jobs & Housing Coalition, North Bay Leadership Council, SAMCEDA, Silicon Valley Leadership Group, and Solano EDC. Working together, this coalition--including organized labor and local government--helped change the proposed language of San Francisco Bay Conservation and Development Commission’s Bay Plan Amendment. The change protects the economic interests of the San Francisco Bay property owners.

The goal of the Bay Area Business Coalition is to work together to protect the interests of all businesses facing external pressure from overzealous government entities, and to promote sustainable economic growth.

**Proposed Actions:** The Bay Planning Coalition will maintain active involvement with the Bay Area Business Coalition, especially with issues that have the greatest impact to members of the Bay Planning Coalition. BPC will consider hosting an event focusing on member and Business Coalition interaction with regional agency appointed leadership as related to Sustainable Communities Strategy Implementation and BPC interests such as Sea Level Rise and goods movement.

**Outcomes:**

- BPC remains a vital member of the BABC.
- Co-sign letters of support on specific issues, including legislation, that affect one or more BABC members.
- Event of mutual interest to our membership co-sponsored with the BABC

3. **Joint Policy Committee (JPC) and Climate Change**

Several years ago, the California legislature adopted a statewide mandate to reduce CO$_2$ greenhouse gases (SB375) and also adopted AB 32. A consequence of this legislation was the passage of a Bay Plan Amendment dealing with Climate Change by BCDC in 2011. A Bay Area Joint Policy Committee (JPC) was formed representing the Association of Bay Area Governments, Bay Area Air Quality Management District, Metropolitan Transportation Commission and BCDC. The JPC will be taking a more active role regarding sea level rise and development. The business community, organized labor and local government have worked together to modify the Bay Plan Amendment language.
**Proposed Action:** The Bay Planning Coalition- working with the Bay Area Business Coalition- will actively monitor all actions of the JPC, as well as attend the JPC Executive Committee and Committee Meetings. It is important that the Bay Planning Coalition take the lead on protecting the economic interests surrounding the shoreline of the San Francisco Bay region, including the education of the JPC Members about the economic value of San Francisco Bay to our region. We will also need to educate elected officials and the public about the economic need in the region to ‘harden’ and protect shoreline assets. This is going to require a sustained effort to eventually move towards placing a regional bond on the ballot to raise the necessary capital to build levees, seawalls and wetlands to protect the economic interests along the bay.

BPC will continue to monitor and report via its website on the initiatives and actions of the JPC, and will testify at relevant meetings as to the importance of using adaptation tools to prepare for sea level rise in a way that takes into account both shoreline industry and the environment.

**Outcomes:**

- Economic growth, and the protection of maritime and manufacturing interests.
- Increased use of dredged material for wetlands restoration and habitat development.
- BPC cements its role as a strong positive voice for adaptation and problem solving, and a watchful eye against a “retreat” mentality in terms of sea level rise.

4. **US Army Corps of Engineers (USACE)**

Bay Planning Coalition has an excellent relationship with the San Francisco District and South Pacific Division of the US Army Corps of Engineers. BPC has had USACE staff participation at many of our educational events, and has been a key partner in setting up interface between the USACE and Key Stakeholders as the USACE carries out its Civil Works Transformation process and launch its 3 x 3 x 3 Planning Modernization Framework. In summer 2014, BPC hosted a much-appreciated Welcome Luncheon for the USACE San Francisco District Commander, Lieutenant Commander John C. Morrow. BPC is also working hard in the SF District’s interests in its efforts to obtain adequate funding for dredging projects in our region. BPC established a Dredging and Beneficial Reuse
Committee of BPC and begin active Committee work in 2014, including the hosting of a Dredging & Beneficial Reuse Workshop in November 2014 that featured a member of the USACE staff as a panelist.

**Proposed Action:**
Continue to collaborate with the Corps on issues of mutual concern, including funding for dredging and infrastructure, efforts on the DMMO and permit process concerns, and convening meetings and opportunities for interface with key stakeholders.

Participate in planning meetings and regulatory discussions related to the deepening of the SF Bay-to-Stockton ship channel, advocating on behalf of BPC members Port of Stockton, WSPA, and the oil companies along the channel. Advocate for dredging and beneficial reuse funding for the Port of Redwood City and Port of Oakland. BPC will also advocate for advancing funding for maintaining the Richmond Inner and Outer Harbor.

Monitor the USACE Dredging Budget.

**Outcomes:**
- Successful advocacy for the appropriate deepening of both the Eastern and Western reaches of the Baldwin Ship Channel
- Work to ensure that USACE fills all vacant and funded staff positions.

5. **San Francisco Bay Conservation and Development Commission (BCDC)**

The Bay Planning Coalition has developed an excellent working relationship with commissioners and staff of BCDC. However, if there are issues being discussed which could negatively impact our members or industries, staff will work to resolve these issues in a proactive manner. If necessary, staff will play an active role in leading for balance in the court of public opinion.

**Proposed Action:** The Bay Planning Coalition will continue to attend meetings, educate, monitor and advocate for an appropriate balance between economic and environmental interests. The goal is to enhance the quality of life for all who visit, live or work in the San Francisco Bay region. BPC will also continue its faithful reporting, via its website, of BCDC actions, meetings and initiatives, and will
participate in all relevant stakeholder forums and meetings as needed on behalf of its members. In 2015, BPC will also be actively monitoring BCDC’s Rising Sea Level Working Group and its Bay Fill Working Group, with BPC CEO John Coleman to hopefully be appointed as a part of the Advisory Committee for the Bay Fill Working Group.

**Outcomes:**
- Protect the shoreline and maritime interests of our members and the public from adverse decisions that could be imposed by BCDC.

### 6. Long-Term Management Strategy (LTMS) for Dredged Material Disposal

The Final 12-Year Review of the LTMS was released in fall of 2013. The Strategy’s disposal goals were met, but challenges lie ahead as we face an uncertain funding climate and persistent regulatory and logistical challenges. Due to naturally shallow water depths, dredging and disposal of dredged materials are essential to maintaining port activities such as maritime trade, recreational boating and other public trust uses. While most agree that dredging should be accomplished within environmental and economic constraints, a myriad of environmental, funding, contracting, regulatory and physical challenges make this a difficult task.

Even with the collaborative work of agency partnerships like the Dredged Material Management Office (DMMO), the overall state of the economy, current contracting processes, and the reduction in available federal and state funding levels, present challenges to a system that was already stressed. The disparity between increased dredging costs and flat funding created a need to find solutions to dredge more efficiently and cost-effectively.

Meanwhile, project sponsors continue to face an uphill battle in sustaining dredging operations. As we stand on the eve of the 2015 dredging season, we need to further the dialogue on how best to meet LTMS, environmental and economic growth goals given current funding constraints. The Bay Planning Coalition has been at the center of the issue for many years, helping to create the current set of both physical and regulatory solutions in place today.

**Proposed Action:** The Bay Planning Coalition will continue to help shape the dialogue and outcome with the issues related to costs, disposal and reuse options. BPC will follow up its November 2014 Workshop, “Challenges & Opportunities to
Dredging and Beneficial Reuse” with another Workshop in November 2015 focused on the interplay between dredging and wetlands restoration, and the options for increased beneficial reuse. BPC will also continue to focus on dredging issues through the active committee work of its Dredging and Beneficial Reuse Committee, which is made up of Directors and Members with passion for and expertise on these issues, and through that committee produce reasoned solutions to some of the main challenges for the dredging community today, including the permitting process, cost-efficiency, and beneficial reuse funding limitations.

Outcomes:

- Increased transparency and efficiency in the permitting process for dredging projects.
- Increased dialogue, funding, and planning for reuse of dredged sediment for wetlands restoration and habitat development.
- Committee produces position paper/white paper on Dredging Regulation and Beneficial Reuse in the Bay Area.
- Work to change the current LTMS 40-40-20 goals for dredge sediment disposal, and advocate for new policy goals that will better address current Bay fill needs.

7. Potential BCDC Bay Sand Mining Regulation

Currently, three companies mine Bay sands for use in the construction industry: Lind Marine, Inc. (Lind Marine), Hanson Marine Operations (Hanson), and Suisun Associates, a joint venture of Lind Marine and Hanson. The existing mining permits for these companies expired in 2008 and authorized sand mining up to mine up to 2.24 million cubic yards of sand annually; and maximum mined volume was 1.98 million cubic yards. Since then, time extensions have been issued annually on the remaining previously authorized volumes. The sand mining applicants are now seeking new 10-year permits to mine a total of 2.04 million cubic yards annually; the areas proposed for mining include Central Bay (1.54 million cubic yards annually) and Suisun Bay (500,000 cubic yards annually). Applications were submitted in February 2013. Since that time, the Applicants have provided additional requested information to BCDC and other agencies; currently, approval from the resource agencies (National Marine Fisheries Service, US Fish and Wildlife Service, and the California Department of Fish and Wildlife) and the Regional Water Quality Control Board are outstanding. An Environmental Impact Report (EIR) was certified as part of the California Environmental Quality
Act (CEQA) review completed by the California State Lands Commission (SLC) in 2012; this review was challenged for adequacy in 2013 and upheld in 2014. In addition, the Commission staff hosted a science panel on sand mining in 2014. To support the Commission in its review of the forthcoming applications, on July 11, 2014, BCDC published its “Sediment Transport and Sand Mining Background Report” for Commission consideration at its July 17, 2014 meeting. This overview of sediment transport, sand mining, and economics of the aggregate market was prepared for the Commission’s review to provide background information and context for considering upcoming sand mining permit applications. BCDC staff is reviewing information provided by the Applicants, and is analyzing the potential environmental and economic impacts of the proposed projects. It is anticipated the proposed projects will be brought to the Commission in early 2015 for its review.

**Proposed Action:** The Bay Planning Coalition will monitor any potential BCDC action or regulation on the pending permit applications that could lower the amount of sand removed from the Bay though mining operations, and advocate on behalf of BPC’s members to ensure that BCDC does not take any improper action restricting sand mining operations without substantiated scientific and economic evidence to support such a decision.

**Outcomes:**
- Advocacy on behalf of BPC members and the dredging community ensure that BCDC does not take any improper action that will restrict permitting of sand mining operations without substantiated scientific and economic evidence to support such a decision.

8. **San Francisco Bay Restoration Authority**

A proposed parcel tax in the nine Bay Area counties was being considered for the November 2014 ballot, and the campaign for this effort lead by the San Francisco Bay Restoration Authority, a regional government agency charged with raising and allocating resources for the restoration, enhancement, protection, and enjoyment of wetlands and wildlife habitat in the San Francisco Bay and along its shoreline. The San Francisco Bay Restoration Authority (SFBRA) was created by the California legislature in 2008 with the enactment of AB 2954 (Lieber). At its May 28, 2014 Meeting of the Board of Directors, BPC voted to support this parcel tax measure. Ultimately, this parcel tax measure did not make it to ballot due to political
realities that limited the capabilities to launch a successful campaign. However, it is anticipated that this bill will be pushed forward again for the 2016 election.

**Proposed Action:** The Bay Planning Coalition has a seat at the table as a Member of the Advisory Committee. It is important to our members that we understand and potentially advocate what the economic impacts might be of a parcel tax, and be able to equate the benefits of reuse of dredge material, environmental enhancement, shoreline protection from climate change and storm surges. BPC will advocate to ensure that if the SFBRA places a parcel tax on the 2016 ballot, the measure and projects funded are fully consistent with BPC's view of the text and intent of the AB 2954 enabling legislation. BPC will support a future parcel tax measure that is in accordance with these objectives and approved by the Board of Directors.

**Outcomes:**

- The BPC Legislative and Policy Committee will continue to monitor and work on this issue.
- Collaborate with the Bay Area Council and Bay Area Business Coalition on the SFBRA parcel tax in 2016.

**9. San Francisco Bay Joint Venture**

The goal of the San Francisco Bay Joint Venture (SFBJV) is to protect, restore, increase and enhance all types of wetlands, riparian habitat and associated uplands throughout the San Francisco Bay region to benefit birds, fish and other wildlife. Through biologically-based actions, Joint Ventures work to ensure the existence of the diverse habitats necessary to sustain migratory bird populations for the benefit of those species, resident wildlife and the public. These actions may include: (1) biological planning, conservation design, and prioritization; (2) project development and implementation, (3) monitoring, evaluation, and applied research activities, (4) communications and outreach; and (5) funding support for projects and activities. BPC attends SFBJV meetings and committee meetings to remain constantly updated on all of the latest restoration projects and efforts around the Bay Area, and how the Ports and/or dredging community could become beneficially involved in these efforts. In Fall 2014, BPC helped organize for several of its members from the dredging community to attend a SFBJV venture field trip to restoration sites in the North Bay, which helped to foster a continued relationship between dredging businesses and restoration efforts. SFBJV also
participated as a panelist at the 2014 BPC Dredging and Beneficial Reuse Workshop.

**Proposed Action:** BPC and the Dredging and Beneficial Reuse Committee will continue to monitor the SFBJV and restoration efforts in the Bay Area. BPC will attend SFBJV meetings, and support communication between BPC members and restoration leaders when opportunities arise for mutually beneficial collaboration, such as for the beneficial reuse of dredged material.

**Outcomes:**

- Continued monitoring and involvement in restoration efforts relevant to BPC’s mission and its membership.
- Seek greater collaboration between BPC and restoration efforts.

10. San Francisco Estuary Institute (SFEI) Regional Monitoring Program

The Regional Monitoring Program (RMP) is SFEI’s largest program and monitors contamination in the Estuary. It provides water quality regulators with data and information to help manage the Estuary effectively. The RMP is a collaborative effort between SFEI, the Regional Water Quality Control Board, and the regulated discharger community. BPC is a member of the RMP Steering Committee, which helps to support RMP budget allocations and determine areas of strategic importance for allocation RMP resources.

**Proposed Action:** BPC will continue to monitor and attend RMP meetings and expenditures, and remain involved as a part of the RMP Steering Committee.

**Outcomes:**

- Support research and data collection for the effective management of the San Francisco Estuary.

11. San Francisco Bay Regional CHARG (Coastal Hazards Adaptation Resiliency Group)
Starting in 2014, a working group of over 100 engineers, planners, scientists, and policy makers called CHARG—the San Francisco Bay Region Coastal Hazards Adaptation Resiliency Group—is now engaged in ongoing discussions to develop and implement regional flood protection solutions to sea level rise and extreme tides. The draft goals of this group are to improve regional coordination among federal, state, local, private and NGOs; identify and work together to solve regional flood management issues; exchange ideas and transfer technical knowledge and expertise; speak as one unified voice in developing policy; and unify on financing and funding strategies. BPC has been participating as a stakeholder and part of CHARG since its inception, and has been an active participant at all CHARG stakeholder meetings.

**Proposed Action:** BPC will continue to be an active CHARG stakeholder, and attend all CHARG meetings in order to become actively involved in monitoring sea level rise adaptation policies, strategies, and projects that may effect BPC and its members. If BPC chooses to become more involved in Sea Level Rise planning advocacy, it will communicate BPC’s value in this area to CHARG stakeholders.

**Outcomes:**

- Monitor all regional policies, strategies, and projects focused on flood protection and sea level rise in the Bay Area.

**B. EDUCATION AND OUTREACH**

1. **Collaboration with Institutes of Higher Learning**

Bay Planning Coalition has a strong relationship with the California Maritime Academy, resulting in fruitful internships and volunteer opportunities for their students, and BPC’s participation in Cal Maritime career fairs. Cal Maritime was also a valued participant in the 2014 DMC.

**Proposed Action:** Continue to develop this relationship, and also reach out to schools such as UC Berkeley and Stanford to leverage scientific knowledge and passion on issues of interest and concern to BPC members. Develop a pilot chapter program with California State University Maritime (CSUM).
Outcomes:

- BPC has an expanded network of partners and resources, and increased opportunities to collaborate and reach policy-and-decision makers throughout the region and country.
- Develop a stronger relationship between BPC and higher education.

2. Decision Makers Conference (DMC), BPC Workshop Series, and BPC Expert Briefings

A successful DMC is critical to the economic stability of the Bay Planning Coalition, and the three Workshops in 2014 have also proven to bring in substantial revenue. In 2014 we also had five BPC Expert Briefings. Briefings bring in minimal revenue, yet increase our value to our members through educational programs, and potentially bring in new members.

Proposed Action: Continue to hold the DMC, schedule at least three BPC sponsored Workshops, and at least five BPC Expert Briefings. For a successful DMC and Workshop Series, secure sponsors, increase media outreach, contact regulators and elected officials to help educate about important issues to Bay Planning Coalition members.

Planned events for 2015:

- **Expert Briefing** – LNG Fuel Safety and Regulation, January 21, 2015
- **Expert Briefing** – The 2014 Water Bond and Groundwater Legislation – February/March 2015
- **28th Annual Decision Makers Conference** – April 9, 2015
- **Workshop** – Water & Energy Nexus Summit 4, late summer 2015
- **Workshop** – Dredging & Beneficial Reuse, fall 2015
- **Expert Briefing**: 2015 CEQA Update, fall 2015
- One more Workshop TBD
- Two more Expert Briefings TBD
**Outcomes:**

- Host a successful Workshop Series
- Hold a successful DMC on April 9, 2015
- Increase participation in the DMC
- Increase net revenue from the DMC
- Increase Facebook, Twitter and “hits” on the BPC Website
- Increase media coverage of the DMC by journalists/reporters
- Increase public awareness of BPC

3. Co-Sponsoring Workshops of Regional Importance

**Proposed Action:** In addition to the Bay Planning Coalition Workshop Series, the Bay Planning Coalition should work closely with other organizations such as the Bay Area Council, BIA Bay Area, East Bay Leadership Council, East Bay EDA, Jobs and Housing Coalition, North Bay Leadership Council, Silicon Valley Leadership Group, SAMCEDA and Solano EDC to co-sponsor workshop(s) of regional importance. BPC is looking at developing a joint Workshop with the Bay Area Council during the first quarter of 2015.

These workshops could serve as an additional forum for conversation and dialogue to support Bay Planning Coalition’s efforts to promote economic growth, visibility and vitality in the Bay.

C. ORGANIZATIONAL DEVELOPMENT

1. Finances

2014 was another year of financial stability and economic growth for BPC. Overall revenues were higher than projected, and overall expenses were lower.

**Proposed Action:** Bay Planning Coalition staff will continue to provide an economic statement to the Executive Committee throughout 2015. BPC will continue to hold successful Workshops, Expert Briefings, and a Decision Makers Conference, as well as continue to collect membership dues and bring in new
members to ensure the continued economic vitality of the organization. BPC will invoice members for their 2015 membership at the same rate as 2014.

**Outcomes:**

- Complete a CY 2015 Budget by December 2014
- Continue to achieve greater financial stability

2. **Staff Development**

BPC experienced change and growth to its staff in 2015. In May of 2014, BPC hired Austin Perez full-time as its Manager of Policy & Operations. Austin has been focused on both running BPC operations and becoming involved in policy initiatives and stakeholder groups relevant to BPC interests. In November 2014, BPC hired Betty Kwan part-time as its Office Administrator. Betty will be working 20-25 hours a week, and will be focused on managing office operations and administrative tasks. With Betty now in place to focus on office administration, Austin will now be more focused on working on policy and legislative advocacy. BPC has also maintained Ariel Stephens as our part-time bookkeeper.

**Proposed Action:** Bay Planning Coalition will maintain its core staff as currently established with John and Austin leading BPC as full-time employees, and be supported by a part-time Office Administrator and bookkeeper.

**Outcomes:**

- Develop continuity and increased capacity with the new staff members that were hired by BPC in 2014.
- Opportunity to potentially add an additional part-time team member to the staff to focus on policy and/or economic data analysis.

3. **Growth to Expand Engineering / Scientific Expertise**

**Proposed Action:** BPC will leverage the knowledge of appropriate members and collaborate with institutes of higher education to efficiently and effectively expand its scientific knowledge based and impact, and make measured policy
recommendations based on sound science. An important part of achieving this goal will be the newly re-vitalized BPC Committee structure, which will rely on participation from Board members and Member staff to tackle specific policy and scientific issues on behalf of BPC. BPC will also budget some funds that may be used for outside consultants/contractors to take on individual research projects, as deemed important and necessary by the Board of Directors.

**Outcomes:**

- BPC continues to model science-based decision making and policy development.
- BPC increases its reach and voice through additional resources and support of committees and consultants.

4. **5 Year Organizational Development Plan**

**Proposed Action:** Following the Strategic Planning Retreat of 2015, BPC staff, in collaboration with the Executive Committee and Board as needed, will develop a 5 year Organizational Development Plan that reflects the priorities and direction agreed upon at the Strategic Planning Retreat, and incorporates a financial growth plan, a staff growth plan, succession planning, and ensures the continuing strength and influence of the Bay Planning Coalition. This plan will have flexibility to accommodate future developments and shifting priorities, at the direction of the Board.

**Outcomes:**

- Plan to hold a Strategic Planning Retreat in October 2015.
- Develop a 5 Year Organizational Development Plan following the October 2015 Strategic Planning Retreat.

5. **Membership**

**Proposed Action:** BPC will continue to actively solicit new members by sending letters of invitation, making available the BPC membership packet at events and online, sending emails reminding interested parties of the benefits of membership, offering discounted attendance at BPC events for members, and leveraging
connections and our current member community to help grow our membership base.

**Outcomes:**

- The Organizational Development Committee will continue to develop strategies for BPC membership growth
- Increase membership in BPC by 15 new members by December 2015
- Increase diversity of members in terms of economics, sector, underrepresented communities by December 2015

6. **Governance**

BPC completed an amendment to its official Bylaws in 2014 through the work of the Bylaws Committee.

The Organizational Development Committee will continue to be an internal thinking group to strategize on improving all facets of BPC governance. The Legislative and Policy Committee will develop a plan for taking positions on issues and initiatives, as part of its role as an advocacy organization.

**Outcomes:**

- Convene the Organizational Development Committee in early 2015 to strategize on issues for the upcoming year based upon this Workplan.
- Convene the Legislative and Policy Committee as necessary to take positions on issues and initiatives.

7. **Board Engagement and Committees**

BPC encourages its Board Members to be actively involved and engaged in BPC’s advocacy and programs. In 2014, BPC established four active committees that work to provide focused advocacy and strategy development on topic areas of importance for BPC and its membership. The four committees are:
- **Dredging and Beneficial Reuse** – Dredging and disposal of dredged materials are essential to maintaining port activities such as maritime trade, recreational boating and other public trust issues. BPC and the Dredging and Beneficial Reuse Committee advocate for dredging that is accomplished within economic and environmental constraints, although a multitude of environmental, funding, contracting, regulatory and physical challenges make this a difficult undertaking.

- **Legislative and Policy** – Examines developments in Federal, state, regional and local public policy related to energy, environment, dredging, infrastructure, taxation, trade, transportation, water, and other issues related to BPC’s mission and vision and strategic priorities. In 2015, this committee will also begin focusing on Federal, state, regional and local public policy related to climate change, rising sea level, and coastal resiliency.

- **Organizational Development** – Operates as an internal strategy group works to improve all facets of BPC’s operations. This includes advising on board development, staff and governance issues, increasing membership, and ensuring that BPC adds as much value as possible for its member organizations. This committee will also review staff needs and salary appraisals to ensure that BPC competes for the best and brightest candidates to fill staff vacancies.

- **Water, Energy and Infrastructure** – Identifies priorities for advocacy, research and positioning by BPC on issues related to the supply, reliability and pricing of water and energy in Northern California as it impacts of the production and movement of goods. The Committee will also focus on infrastructure concerns and developments related to water and energy and the movement of goods via our ports, airports, highways and rail lines.

**Proposed Action:** Continue to develop a program which validates Board Members’ time and effort, and encourages full participation from all members of the Board of Directors. Ask for consistent and reliable communication between Board and Staff, regular meeting and event attendance, committee participation, and support for BPC events and projects.
The four BPC Committees will continue to meet regularly and provide focused advocacy and strategy development on topic areas of importance for BPC and its membership.

BPC will also consider creating a new committee focused on trade to promote public policy that increases the opportunity for trade into and out of our region.

Any staff member of a BPC Member Company will be welcome to join, and the Committees will be chaired by members of the Board of Directors. Committees will identify key issues to focus on, and will develop policy positions and white papers on behalf of BPC.

Outcomes:

- Establish work plans and schedule meetings for each committee for 2015.
- Develop new talent within the existing membership through the BPC committees.
APPENDIX 1:

BACKGROUND AND MAGNITUDE OF KEY INDUSTRY AND COMMERCE IN THE BAY

The magnitude of our potential impact is demonstrated by the following facts:

Northern California’s Trade Economy

- California has the largest Gross Domestic Product (GDP) of any state in the U.S. From 2011 to 2012, California’s GDP increased by 3.5%, to a total 2012 GDP of $2.003 trillion. At #2 in the US, Texas’ GDP increased by 4.8%, to a total GDP of $1.397 trillion. At #3, New York State’s GDP increased by 1.3%, to a total GDP of $1.205 trillion. The San Francisco-Oakland-Hayward metropolitan area had the fastest real GDP growth of any large region in the United States in 2012, at 7.4%. Average metropolitan area GDP growth in the United States as a whole in 2012 was 2.5%.\(^i\)

- In 2012, California had the 10\(^{th}\) largest GDP in the world, between the countries of Italy ($2.014 trillion) and India ($1.841 trillion). Texas was 13\(^{th}\), between Spain and Austria, and New York was 14\(^{th}\), between Mexico and Spain.\(^ii\)

- The Bay Area (Metropolitan Areas of Napa + Vallejo-Fairfield + San Francisco-Hayward-Oakland + San Jose-Sunnyvale-Santa Clara + Santa Rosa) plus the Sacramento Metropolitan Area ($97.56 billion) and Stockton ($20.4 billion)\(^iii\) had a 2012 combined GDP of over $694 billion as a region, which ranks 20\(^{th}\) in the world, between Saudi Arabia and Switzerland.\(^iv\)

The Economic Impacts of our Ports and Airports:

- **Port of Benicia (Amports)**
  - Exports, 2013: 300,014 metric tons, valued at $34.6 million
  - Imports, 2013: 200,334 metric tons, valued at $3.9 billion\(^v\)

- **Port of Oakland**
  - Exports, 2013: 6.5 million metric tons, valued at $19.2 billion
  - Imports, 2013: 5.2 million metric tons, valued at $23.8 billion\(^vi\)
  - Total Twenty Foot Equivalent Unit (TEU) throughput, 2013: 2.3 million TEUs\(^vii\)

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\(^i\) U.S. Bureau of Economic Analysis – bea.gov  
\(^iii\) U.S. Bureau of Economic Analysis – bea.gov  
\(^iv\) U.S. World Bank – data.worldbank.org  
\(^v\) Amports Accounting/Administration Department  
\(^vi\) Port of Oakland Maritime Development Department  
\(^vii\) Port of Oakland Maritime Development Department
Including the Aviation, Maritime and Real Estate divisions, the Port of Oakland generated 73,000 jobs in the region, and contributed over $617 million in tax revenue in 2010. 

- **Port of Redwood City**
  - Exports, 2013: 309,000 metric tons, valued at $77.3 million (Scrap metal)
  - Imports, 2013: 1.35 million metric tons, valued at $22.9 million (Sand, Aggregates & Other Dry Bulk)
  - Port-related Jobs, 2013: 600

- **Port of Richmond**
  - Import and Export total for privately owned terminals, 2013: 19.4 million metric tons
  - Import and Export total for city-owned terminals, 2013: 286,518 metric tons

- **Port of San Francisco**
  - California’s busiest passenger port
  - Cruises- total passengers, 2013: 213,020
  - Total Bay Area economic impact of Cruise activity, 2013: $53.72 million
  - Total jobs created by Cruise activity: 387
  - Commuter ferry - total passengers (2013): 4.13 million
  - Alcatraz & Bay excursions- total passengers (2013): 4.19 million
    - total sales: $52.58 million
  - Imports, 2013: 1.2 million metric tons
  - Exports, 2013: 3,965 metric tons
  - Estimated value of all import and export cargo, 2013: $60 million

- **Port of Stockton**
  - Imports, 2013: 1.69 million metric tons
    - Top imports: Liquid fertilizer, molasses
  - Exports, 2013: 1.36 million metric tons
    - Top exports: Bulk coal, bulk sulfur
  - Total Import and Export Value, 2013: Over $1 billion

- **Oakland Airport**
  - 41st busiest Airport in North America by passenger traffic in 2013, 15th busiest by cargo volume

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ix Port of Redwood City Operations Department
x Port of Richmond Operations Department
xi Port of San Francisco Maritime Marketing Department
xii Port of Stockton
- Approximately 8,000 on-airport jobs\textsuperscript{xiv}
- Total passengers, enplane and deplane, 2013: 9.74 million\textsuperscript{ xv}
- Cargo exports (2013) – 253,300 metric tons
- Cargo imports (2013) – 244,876 metric tons\textsuperscript{xvi}

\begin{itemize}
  \item \textbf{San Francisco Airport} –
    \begin{itemize}
      \item 9\textsuperscript{th} busiest Airport in North America by passenger traffic 2013, 19\textsuperscript{th} busiest by cargo volume\textsuperscript{xvii}
      \item Direct jobs created by Airport, SFO-dependent exports, and visitor industry at SFO: 152,800\textsuperscript{xviii}
      \item Labor income from above jobs: $9.9 billion\textsuperscript{xix}
      \item Total passengers, enplane and deplane, 2013: 44.94 million\textsuperscript{xx}
    \end{itemize}
  \item \textbf{San Jose Airport} –
    \begin{itemize}
      \item 46\textsuperscript{th} Busiest Airport in North America by passenger traffic 2013\textsuperscript{xxii}
      \item Total passengers, enplane and deplane: 8.78 million\textsuperscript{xxiii}
      \item Total cargo handled, including mail, 2013: 42,474 metric tons\textsuperscript{xxiv}
    \end{itemize}
\end{itemize}

\textbf{Economic Impacts of the Oil and Gas Industries:}

\begin{itemize}
  \item The 9-county Bay Area represents 36.8\% of the refining capacity in California
  \item Direct Employment by Oil and Gas Industry in Bay Area, 2012: 28,700 jobs, or 15.2\% of Regional employment
  \item Direct, Indirect and Induced Jobs in the Bay Area, 2012: 77,050
  \item Direct labor income in the Bay Area, 2012: $6.2 billion
  \item Average annual wage, all sectors of Oil and Gas Industry: $118,643
  \item Total tax revenues generated by Industry in Bay Area, 2012: $8.13 billion
  \item Total Industry Output in Bay Area region, 2012: $103 billion, representing over 10\% of the region’s GDP\textsuperscript{xxv}
\end{itemize}

\textsuperscript{xxi} ACI-NA Report 2013
\textsuperscript{xxii} ACI-NA Report 2013
\textsuperscript{xxiii} ACI-NA Report 2013
\textsuperscript{xxiv} ACI-NA Report 2013
\textsuperscript{xxv} “Oil and Gas in California: The Industry and its Economy Contribution in 2012,” Los Angeles County Economic Development Corporation