



2018-2019 Work Plan

*Approved by the Board of Directors on
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Message from the CEO

In the past, Bay Planning Coalition (BPC) developed a Work Plan that highlighted our latest achievements and set the course for the organization over the next 12 months. At our Strategic Planning Retreat in November 2017, it was decided that the Work Plan will cover a two-year period which reflects direction and actions from the previous retreat. It is meant for a wide audience, from our Officers and Board of Directors to our members, staff, stakeholders, and the general public. In 2019, BPC will produce an addendum to the current Work Plan that will reflect changes that we are not able to foresee while developing this Work Plan.

The 2018-2019 Work Plan stands out from past versions in several ways:

First and foremost, we accomplished more in 2017 than before. As you will see in the following pages, 2017 was a year of growth for BPC and our accomplishments last year reflect that. We held more events and meetings than in any previous year, expanded our Member Committee structure, and played a key role in developing important legislation. This year, we look forward to further enhancing BPC's annual Spring Summit, such as by making it more interactive. All of these things expanded BPC's influence and has created a great number of momenta for BPC as we enter 2018.

The Work Plan includes more specific plans for the coming year than it has before. While there are certainly additional goals that will be developed as the year progresses, we have made a great effort this year to include an increased amount of detail in the Work Plan about our intended goals, strategies, and events. For example, for the first time, we have provided a full schedule of Member Committee, Board of Directors and Executive Committee meetings for the year. We hope that changes like this will encourage greater stakeholder investment in BPC's shared vision over the coming months and better enable direct participation in carrying it out. The other members of BPC's staff and I are very enthusiastic about all that we have planned.

There are many challenges ahead. We should continue to expect additional political challenges that will impact our members and industry. As the administration in Washington, DC, continues to change the regulatory environment, we will likely see state, regional and local authorities attempt to counter what is happening at the national level. As a result, some of the changes in California may become more burdensome than we have previously encountered. This may require BPC to become much more involved in the political process and review of regulatory requirements.

Thank you for taking the time to review our 2018-2019 Work Plan. We look forward to engaging with you in the coming year.



John A. Coleman
Chief Executive Officer

Executive Summary

This Work Plan provides guidance to Bay Planning Coalition’s Board of Directors, staff and other stakeholders as to the organization’s makeup, recent accomplishments, and priorities for 2018 and 2019.

BPC is a non-profit, 501(c)(4) membership-based organization that convenes, and represents the interests of, public and private entities involved in commerce, industry, infrastructure, recreation and the natural environment connected to San Francisco Bay and its watershed. It has more than 150 members from across a range of relevant sectors, including business and industry, government, professional services firms, and various associations.

2017 Key Accomplishments

BPC experienced a year of record growth and accomplishment in 2017. Key achievements included: Hosting another successful Spring Summit with over 200 attendees and more than 40 sponsors; providing a record number of events including a special Welcome Luncheon for Lieutenant Colonel Travis J. Rayfield (incoming District Commander at the time); formally establishing a Workforce Development Member Committee; releasing a white paper on improving regulatory efficiency for restoration/resilience projects in San Francisco Bay; engaging on several pieces of legislation such as Assembly Bills 388 and 378; providing important stakeholder input on state initiatives by California Air Resources Board, California State Water Resources Control Board, and others; continuing to advocate at the federal level for WIIN (Water Infrastructure Improvements for the Nation) Act implementation and in partnership with key state and regional agencies; and convening a record number of directors and partners at BPC’s biennial Strategic Planning Retreat in November 2017.

2018-2019 Policy Areas

BPC’s primary policy-related areas of focus for 2018-2019 are as follows:

- Dredging & Beneficial Reuse
- Legislative & Regulatory
- Marinas & Boatyards
- Resources & Infrastructure
- Sustainable Waterfronts
- Workforce Development

Each of these areas has a dedicated Member Committee with a BPC staff member assigned to facilitate its activities. Member Committees typically meet bi-monthly and are open to any employee of any member organization. The purpose of the committees is to help develop BPC’s policy agenda and activities. There are also Member Committees dedicated to Membership and Organizational Development.

Membership Services

BPC seeks to serve as a resource for its members. In addition to the opportunities provided by participation in our Member Committees, our primary approaches to achieving this are events, education and advocacy. For 2018 alone, BPC is planning to hold up to 12 educational and networking events and more than 50 Member Committee and Leadership meetings.

BPC Operations

BPC has an active Board of Directors that meets quarterly and is made up of approximately 40 members who reflect the makeup of BPC membership as a whole. BPC employs a staff of five in its office, which is located in Oakland. Please feel free to contact BPC staff any time.

Context

BPC's creation in 1983 originally emerged from concerns by a diverse group of stakeholders about the increasing complexities and inefficiencies in the regional, state and federal permitting processes impacting dredging in the region. BPC was formed to address these problems and to establish a working balance in the permitting processes in order to reduce costs, delays and uncertainty.

BPC's activities have expanded significantly since then and now address not only the permit process for projects on and adjacent to San Francisco Bay, but also essential planning, advocacy and consensus-building related to dredging and beneficial reuse, water, energy, infrastructure, waterfront land use and environmental risks, marinas and boatyards, and goods movement, among other policy areas.

From its start, BPC has seen industrial economic development as the foundation for the San Francisco Bay Area's success as a region. While not necessarily an official, standalone BPC policy area, the promotion of industrial economic development serves as a guiding principle for many of the efforts taken on by BPC and its various Member Committees.

The role of this Work Plan is to provide guidance to BPC's Board of Directors, staff and other stakeholders as to the organization's priorities for 2018-2019, as well as to serve as a measurement tool that can be used to gauge progress toward agreed upon goals and strategies.

Mission and Vision

As the scope of BPC's activities has expanded over the last 35 years, its leadership has refined its mission statement – and a complementary vision statement – to reflect this growth.

BPC's mission statement defines its purpose as: *A broad coalition providing expert advocacy and facilitation to advance a strong industrial economy that supports a sustainable environment within San Francisco Bay and its watershed.*

BPC's vision statement, with a view to 2030 that makes it entitled a "2030 Vision," describes what BPC aspires to as an organization: *Be the most effective coalition that drives visionary leadership and advocacy for San Francisco Bay stakeholders, vigorously shaping a future for a sustainable, thriving economy, environment and quality of life.*

Strategic Goals and Supporting Strategies

In addition to serving the practical purposes mentioned above, the Work Plan addresses two Strategic Goals identified as overarching goals and objectives for BPC as part of the 2018-2019 Strategic Planning Retreat held in 2017 (The next Strategic Planning Retreat is scheduled for Fall 2019.) It also addresses two more complex "Supporting Strategies" associated with these goals. These strategies were also developed at the retreat.

The Strategic Goals are the overarching goals for Bay Planning Coalition for the next two years:

- (1) Effect significant change in dredging regulation and financing policy to promote resilient shorelines, restored habitats and navigable waterways.
- (2) Be recognized as a credible voice to promote reasonable air quality policy development.

The Support Strategies are the broad paths we will take to accomplish each Strategic Goal:

(1) Dredging

- Collaborate with agencies
 - Work with national organizations
 - Make the public, economic and scientific case related to the benefits of dredging and beneficial reuse in California
- a. Legislative
 - Increase stable funding for dredging
 - Link to federal navigation program
 - Support state-level legislation that allows for shoreline protection and mitigation related to climate change
 - b. Scientific
 - Leverage Regional Monitoring Program (RMP) dredging funds to support expansion, consistency, and predictability of dredging operations
 - Strengthen BPC's scientific arm in dredging-related issues to enhance advocacy efforts to regulatory reform in the dredging policy space

(2) Air Quality

- Establish presence with regulatory agencies
- Credible scientific data
- Organization development
- Make the economic case
- Collaborate with impacted parties

These goals and strategies are reflected in the intended actions and desired outcomes that BPC has planned for 2018 and 2019, as well as in the staff and committee structure that has been developed and expanded in recent years. Accordingly, they are also present throughout the Work Plan.

2017 Key Accomplishments

BPC experienced a year of record growth and accomplishment in 2017. The following are some of its key achievements from over the past year.

Engaged directly in a wide range of policy issues and initiatives.

These included Plan Bay Area 2040, Assembly Bill 388 (supported), Assembly Bill 378 (opposed), Waters of the State, Cap-and-Trade, WIIN (Water Infrastructure Improvements for the Nation) Act, the Power Charge Indifference Adjustment, California Air Resources Board's Proposed Amendment Concepts for At-Berth Regulation, the National Oceanic & Atmospheric Administration's Coastal Zone Management Program and the delayed dredging of the Richmond Outer Harbor.

- *For more information, see the Legislative & Regulatory section on page 12.*

Released a white paper addressing regional shoreline resilience and restoration.

After several months of dedicated work by the Sustainable Waterfronts Committee, including key leadership by BPC Board Member Gary Oates and his colleague Priya Finnemore, BPC released a white paper in November called, *Shoreline Restoration/Resiliency Projects in SF Bay: An Opportunity for Improving Regulatory Efficiency*. The paper addresses the need for a more expeditious, yet effective, permitting process for integrated restoration/resiliency projects to restore ecosystems and improve the resiliency of our Bay shorelines. BPC introduced this white paper in a presentation to commissioners and staff of the San Francisco Bay Conservation and Development Commission in early 2018. We will continue to engage key regulatory agencies in constructive dialogue on this issue.

- *For more information, see the Sustainable Waterfronts section on page 17.*

Established a new Member Committee for Workforce Development.

It became increasingly clear over the last few years that many of BPC's members and the public policy issues that affect them are all tied to an additional issue that needed attention: workforce development. With the cost of living and doing business in the Bay Area constantly rising, more needs to be done to connect Bay Area employers with resources for recruiting and maintaining a reliable workforce, especially for blue collar and waterfront-focused jobs. This new committee immediately increased BPC's influence on policy directly related to these issues and we look forward to growing this influence in 2018 and 2019.

- *For more information, see the Workforce Development section on page 21.*

Increased our influence in the Marinas & Boatyards policy space.

After creating a Member Committee in 2016 dedicated to policy affecting marinas, small harbors, and the recreational boating industry, which contributes more than \$8 billion to the state’s economy annually, BPC has been very effective in this space. In 2017 BPC held its first Expert Briefing focused on issues important to the region’s recreational boating community. The event drew over 60 attendees and looked at the topics of abandoned and derelict vessels, copper paint regulation, and the economic impact of boating in California. For 2018, BPC will have a repeat event related to Marinas & Boatyards and is also an official co-host of the annual California Boating Congress.

- *For more information, see Marinas & Boatyards section on page 15.*

Provided a large amount of support in person and in writing on behalf of members and issues important to them.

Throughout 2017, BPC provided comments in person before regulatory agencies and in writing through a number of policy letters and written comments on behalf of our members who requested our support. Members we assisted included Bay Ship & Yacht Company, Port of Oakland, Pacific Gas and Electric Company, East Bay Municipal Utility District, Phillips 66, and Vortex Marine, among others.

Added 20 new members.

Thanks to the hard work of the Membership Committee and our expanded portfolio of policy areas, BPC added 20 new members in 2017, which was a large increase from the number of new members added in 2016.

2018-2019 Policy Areas

At its founding, BPC was focused primarily on regulatory issues related to dredging in San Francisco Bay. Since then, its portfolio has increased to include additional policy areas that affect the industrial economic development of San Francisco Bay and the surrounding region.

Many of BPC’s activities in the various policy areas are directed by the conversations held within the various related committees made up of BPC’s members. Current key policy areas for the organization are laid out in the following matrix graphic, which also shows the ways in which the related Member Committees coordinate their efforts.

A more extensive policy discussion of each policy area, including its 2017 accomplishments, its 2018 intended actions and desired outcomes, and related Member Committee involvement can be found in the pages following the matrix.

2018-2019 POLICY AREA AND COMMITTEE MATRIX

MEMBER COMMITTEES →	DREDGING & BENEFICIAL REUSE	LEGISLATIVE & REGULATORY	MARINAS & BOATYARDS	SUSTAINABLE WATERFRONTS	RESOURCES & INFRASTRUCTURE	WORKFORCE DEVELOPMENT
POLICY AREAS ↓						
DREDGING & BENEFICIAL REUSE See p. 9	Primary	Supporting	Supporting	Supporting	Supporting	Supporting
LEGISLATIVE & REGULATORY See p. 12	Supporting	Primary	Supporting	Supporting	Supporting	
MARINAS & BOATYARDS See p. 15	Supporting	Supporting	Primary	Supporting		Supporting
SUSTAINABLE WATERFRONTS See p. 17	Supporting	Supporting	Primary	Primary	Supporting	Supporting
RESOURCES & INFRASTRUCTURE See p. 19		Supporting			Primary	Supporting
WORKFORCE DEVELOPMENT See p. 21	Supporting		Supporting	Supporting	Supporting	Primary

KEY: Primary – This committee is always involved with issues related to this policy area and takes the lead in related action.
Supporting – This committee is sometimes involved with issues related to this policy area.

Dredging & Beneficial Reuse

Dredging in and around the San Francisco Bay and disposal of the resulting dredged materials are essential to maintaining port and other coastal activities such as maritime trade, recreational boating and a number of public trust and environmental actions.

At the same time, this dredging must be done under a number of economic and environmental constraints. Funding, contracting, regulatory and physical challenges create many opportunities for BPC's involvement in improving the process and outlook for dredgers.

All of BPC's work in the area of dredging and beneficial reuse is part of an effort to directly ease the regulatory and practical burdens on our members engaged in related activities.

2017 Accomplishments

In 2017, BPC made significant advances in addressing the regulatory challenges that hamper effective dredging and beneficial reuse and creating reform in the agencies that affect these activities most. Accomplishments included:

- A sold out Dredging & Beneficial Reuse Workshop in November. The theme was *Planning, Permitting, and Funding for 2018*.
- Engagement in San Francisco Bay Conservation and Development Commission's (BCDC) formal process to amend the San Francisco Bay Plan to address Bay fill for habitat projects.
- Quarterly meetings with the Long Term Management Strategy (LTMS) program managers on opportunities to improve the LTMS program.
- Addition of a representative from the dredging community (and BPC member) to the Exposure and Effects Workgroup Workgroup for the San Francisco Estuary Institute's Regional Monitoring Program (RMP). BPC and its members are also represented on the RMP Steering and Technical Review committees.
- Dialogue with organizations and agencies such as Ducks Unlimited, the South Bay Salt Pond Restoration Project, and the U.S. Army Corps of Engineers (USACE) on dredging-related topics.
- Comments to U.S. Geological Survey (USGS) on preliminary findings of a study assessing the impacts of periodic dredging to benthic foraging fish.

Intended Actions and Desired Outcomes for 2018

Much of this work will need to be carried forward into 2018; particularly those efforts related to improving the LTMS program, working with the RMP to better support the interests of the

dredging community, and engaging in constructive dialogue with relevant regulatory agencies to pursue greater beneficial reuse of dredged sediment in San Francisco Bay.

Additionally, there may need to be further negotiation surrounding the RMP fee structure since it may need to be updated again for Fiscal Year 2018 if the program's budget outlook does not improve. Another successful Dredging & Beneficial Reuse Workshop and ensuring the representation of dredgers and those engaged with beneficial reuse as speakers in other relevant BPC events will be an important part of furthering these goals.

BPC also works closely with USACE to ensure that federal navigation channels, critical to many of our members and to the region's movement of goods industry, are dredged adequately and in a timely manner. Recognizing the cost dredging in the region, in addition to USACE's budget and policies, it is imperative to BPC that we protect our members from potential impacts by supporting USACE where possible so the agency is able to meet its obligations in the San Francisco Bay region.

- **KEY GOAL:** Sponsor state legislation to fund a study on the economic and environmental benefits of dredging and beneficial reuse in California.
- **KEY GOAL:** Hold another successful Dredging & Beneficial Reuse Workshop.
- **KEY GOAL:** Strengthen BPC's scientific arm in dredging-related issues to enhance our advocacy efforts for regulatory reform in the dredging policy space.
- **KEY GOAL:** Continue to support the inclusion of San Francisco Bay in the beneficial use of dredged material pilot project program being established by the USACE and advocate for federal funding to support the cost of beneficial use projects undertaken as pilot projects under the program.

Committee Involvement

BPC's Dredging & Beneficial Reuse Committee instituted a new chair in 2018. Former chair Jaclyn Gnusti of Anchor QEA was succeeded by Josh Gravenmier of Arcadis. The chair plays an integral role in developing the strategies for how to best approach the challenges facing BPC members related to this policy area.

The Dredging & Beneficial Reuse Committee leads the development of BPC's annual Dredging & Beneficial Reuse Workshop. This event is always well attended, bringing together industry leaders and key regulators to learn about and have constructive dialogue on the latest dredging issues and developments. This committee also provides critical guidance on efforts related dredging regulation such as those related to the LTMS, RMP, and more recently BCDC's Bay Plan. In 2018, this committee will establish subcommittees to align with its goal in an effort to not only more effectively carry out the committee's objectives, but to better leverage the wealth of expertise in the committee.

The work of other BPC Member Committees also relates on occasion to the Dredging and Beneficial Reuse policy area, particularly that of the Legislative & Regulatory Committee, which is working to increase state spending on dredging and beneficial reuse, and the Marinas & Boatyards Committee, which involves a number of members who are directly affected by dredging. The involved committee chairs and staff work closely to ensure effective communication and cooperation.

Legislative & Regulatory

Legislative advocacy is one of BPC's primary activities and is a critical element of its work in all of its subject-specific policy areas.

More specifically, BPC actively engages in policy implementation and advocacy activities at the federal, regional and local level. Related activities include, among other things, monitoring and proposing legislation, writing related letters and comments that are in line with BPC's priorities, and working with BPC members and other stakeholders to take official positions on legislation in an effort to effect meaningful change.

2017 Accomplishments

Many of the 2017 accomplishments noted for other BPC policy areas could be considered accomplishments in this policy area as well, but there are several that fall squarely in the Legislative & Regulatory realm. These include:

- In 2016, BPC played a critical role in developing language that provides for beneficial reuse through the Water Infrastructure Improvements for the Nation (WIIN) Act, formerly known as the Water Resources Development Act. In 2017, BPC continued these efforts and wrote numerous letters to, and had several meetings with, members of Congress and the U.S. Army Corps of Engineers (USACE) to ensure timely action on Section 1122 of the WIIN Act on Beneficial Reuse of Dredged Material.
- In conjunction with the Dredging & Beneficial Reuse Committee, advocated for a state-funded study to identify the economic and environmental benefits of dredging and beneficial reuse in California. This effort will continue in 2018.
- Coordinated several special meetings for BPC members with regional and state agencies to discuss particular key issues.

Intended Actions and Desired Outcomes for 2018

In 2018, BPC will continue to actively engage in policy implementation and advocacy activities at the federal, regional and local level.

One proposed goal for 2018 is to revisit the idea of a "Sacramento Day" where BPC members travel to Sacramento as a group and meet with key legislators and officials to discuss topics of interest to them and to BPC as a whole.

In 2018, BPC will begin utilizing online platforms to monitor legislation at both federal and state levels. This will help BPC be constantly up-to-date in terms of the passage of new legislation that may impact our members.

In regard to the WIIN Act, the next steps in our advocacy include working to ensure that San Francisco Bay is chosen as one of the ten pilot project sites and also that funding of these

projects in no way negatively impacts USACE'S ongoing operations and maintenance dredging obligations, which are critical to the success of the nation's ports.

BPC will also continue to work individually and with partner organizations to advocate for funding for (1) Bay Area dredging projects, (2) an increase in beneficial reuse of dredged materials for wetlands restoration and flood protection in San Francisco Bay, and (3) necessary funding for USACE'S San Francisco District to carry out its mission.

One of our efforts in 2017 has been the pursuit of state legislation to fund a study of the economic and environmental benefits of dredging and beneficial reuse in California. This effort has included visits to Washington D.C., letters and meetings, and leveraging strategic partnerships and other key relationships. Much progress has been made on this effort in the past year, and will continue in 2018.

It is also an omnipresent goal to continue monitoring the meetings and activities of the key regional agencies most connected to BPC and its members' activities. These include: Association of Bay Area Governments (ABAG); Bay Area Air Quality Management District (BAAQMD); California Air Resources Board; California Energy Commission; Metropolitan Transportation Commission (MTC); San Francisco Bay Conservation and Development Commission (BCDC), San Francisco Bay Regional Water Quality Control Board; State Water Resources Control Board; and Water Emergency Transportation Authority (WETA).

- **KEY GOAL:** Continue efforts on the passage of state legislation to fund a study on the economic and environmental benefits of dredging and beneficial reuse in California.
- **KEY GOAL:** Utilize new online resources to track legislation, at both state and federal levels, that may impact BPC members.
- **KEY GOAL:** Host a "Sacramento Day" event that allows BPC members to meet with state legislators and discuss key policy issues.
- **KEY GOAL:** Play a key role in effective implementation of the WIIN Act as it relates to dredging and beneficial reuse, including establishment of a pilot project site in San Francisco Bay.

Committee Involvement

BPC has a Legislative & Regulatory Committee that examines developments in federal, state, regional and local public policy related to the BPC'S interests and activities. Led by Chair Walt Gill of Chevron and Vice Chair Peter Dahling of Andeavor, it often reviews the activities of other BPC committees and is tasked with providing guidance regarding letters to government officials or taking positions on ballot measures or other legislation.

The Legislative and Regulatory policy area of course relates closely with all of the other BPC policy areas since advocacy is such a major focus of BPC'S efforts. Accordingly, this is an area

that impacts all of the other committees and one that requires especially effective communication with committee leadership and the membership as a whole. This also provides a great amount of opportunity for coordinating efforts that lead to important policy changes.

Marinas & Boatyards

This policy area is focused on strengthening the voice of the regional community of small craft harbor owners and others involved in commercial and recreational boating.

Recreational boating has an annual economic impact of over \$8 billion to the state of California. Despite its economic value and social and recreational benefits, marinas and boatyards in San Francisco Bay face increasingly high operating costs as well as sometimes challenging regulation.

It is the intent of BPC to advocate for the region's boating community by engaging more of the region's marinas and boatyards into BPC's mission; educating members, the public and key regulatory agencies about the economic value of boating; and to position BPC as a key advocate for marina and boatyard projects moving through the regulatory process.

2017 Accomplishments

BPC fully engaged in this policy area in 2017, making great strides in the region's boating policy space in 2017. A sample of BPC's successes last year:

- Attended the California Boating Congress (CBC) (a first for BPC) and engaged with stakeholders and legislators from across the state – BPC is a co-host for the 2018 CBC.
- Held its first Marinas & Boatyards Expert Briefing, which was very well attended and effectively introduced BPC as a key player in the boating policy space.
- Continued to engage with relevant regulatory agencies, one result of which will be a presentation to San Francisco Bay Conservation & Development Commission (BCDC) in 2018 on the region's boating industry.

Intended Actions and Desired Outcomes for 2018

BPC is keeping its eyes on engaging more members and non-members alike in the region's boating space, as well as strengthening relationships with key regulatory agencies as an advocate and ally for the recreational boating community. While we continue to work with agencies such as the San Francisco Bay Regional Water Quality Control Board and BCDC, we will foster our younger relationships with other agencies such as California State Lands Commission, California Department of Parks and Recreation's Division of Boating and Waterways (Division of Boating and Waterways), and U.S. Coast Guard (USCG).

2018 will see a second installment of BPC's Marinas & Boatyards Expert Briefing. This event will pivot to topics related to climate change impacts, such as rising sea levels, and guidance for operating in the San Francisco Bay Region.

- **KEY GOAL:** Understand how rising sea levels and other potential impacts from climate change will affect marinas and boatyards on the Bay shoreline.

- **KEY GOAL:** Where possible, support BPC members and related projects in the regulatory process.
- **KEY GOAL:** Communicate the challenges of and provide key guidance for operating marinas and boatyards in the San Francisco Bay Area to relevant agencies and interested stakeholders.

Committee Involvement

Members of BPC's Marinas & Boatyards Committee, chaired by Josh Burnam of Anchor QEA, include public and private marinas, premiere boatyards, shipbuilders and other professionals in the maritime space. This diverse group provides the expertise needed to address policy affecting the region's boating community, as well as engage in new policy initiatives as they emerge. As a result, BPC has become a part of the broad network that connects marinas and boatyards around San Francisco. BPC is making ties it has not had before, such as with local sheriff departments, USCG, Division of Boating and Waterways, and more.

Because so many legislative and other policy issues are involved, the Legislative & Regulatory Committee also plays a role in this policy area, as does the Sustainable Waterfronts Committee since small craft harbors are key waterfront tenants in many parts of the Bay Area. Should transportation develop as a key element of BPC's Marinas & Boatyards agenda, it may be appropriate for the Resources & Infrastructure Committee to become involved in this policy area as well.

Sustainable Waterfronts

The focus of this policy area is on climate change, sea level rise and coastal resiliency; all of which are issues of increasing importance in the San Francisco Bay region. For example, some estimates project Bay tides to rise more than three feet by 2100, immediately putting many billions of dollars worth of development at great risk.

Accordingly, much of the conversation around regional “resilience” ultimately relates to land use and sea level rise impacts along the Bay’s shoreline, from developed land to natural and manmade wetlands.

Many of BPC’s members are closely involved with addressing these issues and value the opportunities BPC can provide to convene around them with each other and with government officials.

2017 Accomplishments

As one of our more recent policy areas, a lot of internal effort was made early on to identify what role BPC should play in this broad and diverse policy area. In 2017, we saw much of these efforts result in a number of key achievements. These included:

- The roll out of a white paper entitled, *Shoreline Restoration/Resiliency in SF Bay: An Opportunity for Improving Regulatory Efficiency*.
- Full operation of a members-only online resource library with resources for sea level rise adaptation, guidance and funding opportunities.
- Development of BPC’s first Sustainable Waterfronts Workshop targeted for spring of 2018.
- Addition of a Research Fellow to assist in Sustainable Waterfronts research.

Intended Actions and Desired Outcomes for 2018

The Sustainable Waterfronts policy area continues to see strong interest by members as new initiatives emerge, such as Resilient By Design, and agency guidance on sea level rise and other climate change impacts come out. As a result, BPC intends to devote more attention to Sustainable Waterfronts in 2018.

BPC is hosting its first Sustainable Waterfronts Workshop in 2018. The Workshop will focus on permitting, funding, and mitigation strategies for restoration/resiliency projects on the shoreline. Much of this is tied to the white paper mentioned above as BPC seeks to engage key regulatory agencies and interest groups on the topic of improving regulatory efficiency for such projects.

Leveraging the expertise of its members, BPC is planning to write a second white paper. This white paper will focus specifically on financing mechanisms for sediment-related projects. We

envision collaboration between the Sustainable Waterfronts and Dredging & Beneficial Reuse committees to achieve this.

- **KEY GOAL:** Develop new programming in the Sustainable Waterfronts space, including a workshop in 2018.
- **KEY GOAL:** Leverage the expertise of BPC's membership to further develop educational and actionable resources, including a second white paper on financing for dredging projects.
- **KEY GOAL:** Continue to pursue constructive dialogue with key regulatory agencies and interest groups on addressing rising sea levels and other climate change impacts to the region's waterfronts.

Committee Involvement

BPC's Sustainable Waterfronts Committee, chaired by Dilip Trivedi of Moffatt & Nichol, takes a lead role in many of the issues and activities related to this policy area. It has overseen many of the 2017 achievements, including development of the white paper, research fellowship and online resource library.

Additionally, the Resources & Infrastructure and Legislative & Regulatory Committees play an important part in helping BPC move its Sustainable Waterfronts agenda forward and in engaging existing and potential members on related topics.

Resources & Infrastructure

BPC is well-positioned to address policy considerations related to the supply, reliability and pricing of water and energy in Northern California; all of which directly affects the production and movement of goods throughout our region. Beginning in 2018, BPC will aim to become an informed and credible voice on the topic of air quality, as guided by the Strategic Goals determined by the Board of Directors at the 2017 Strategic Planning Retreat.

2017 Accomplishments

Much of BPC's work in this policy area in 2017 involved advocacy at the regional and state level. It also involved addressing new specific topics, including disaster preparedness and freight emissions. Among other things, BPC:

- Submitted comment letters on major policy items, e.g. to the Metropolitan Transportation Commission (MTC) to offer recommendations regarding *Plan Bay Area 2040*, a comprehensive transportation, housing, and land use plan and prognosis for the Bay Area; and to California Governor Jerry Brown and other state leaders in support of reauthorizing the state cap-and-trade program through Assembly Bills 398 and 617.
- Held another successful Energy & Water Nexus Summit that featured three expert panels on water and energy issues as well as presentations by key staff at U.S. Department of Homeland Security, Association of Bay Area Governments (ABAG), and MTC.

Intended Actions and Desired Outcomes for 2018

In 2018, this policy area is likely to become more of a focus as transportation, air quality and disaster preparedness get more attention in the news and from BPC members.

In addition to another Energy & Water Nexus Summit, BPC is planning to hold its first Expert Briefing on the topic of air quality, an issue that is impacting many of our members and the greater community. BPC's annual Spring Summit will also address natural disaster risks facing the region and particularly the movement of goods and transportation.

BPC also plans to focus more on the topic of energy production; perhaps seeking out event speakers with expertise in renewable energy and other technologies that are growing or on the horizon.

Collaboration is also going to be a theme for this policy area in 2018 as we work more closely and coordinate efforts with MTC and ABAG, and other organizations with a resilience focus at the regional and state level.

- **KEY GOAL:** Become recognized as a credible voice to promote reasonable air quality policy development by establishing presence with regulatory agencies and utilizing credible scientific data when crafting our positions.

- **KEY GOAL:** Expand BPC involvement and influence in transportation, movement of goods, and disaster preparedness issues.
- **KEY GOAL:** Establish and increase collaborative relationships with other organizations working on resilience issues at the regional and state level.

Committee Involvement

BPC has a Resources & Infrastructure Committee that identifies priorities for advocacy, research and positioning by BPC on these issues. It is chaired by Tom Guarino of Pacific Gas and Electric Company. A key task of the committee is development of the Energy & Water Nexus Summit, one of BPC's annual signature events.

Because much of BPC's work in this policy area is related to advocacy, the involvement of and coordination with the Legislative & Regulatory Committee is also common and critical. This will of course continue in 2018 and 2019.

Workforce Development

BPC took on Workforce Development as a policy area in 2017 when it became increasingly clear that many of BPC's members and the public policy issues that affect them are connected to workforce development challenges in the San Francisco Bay region. In particular, we are looking at blue collar and waterfront-focused jobs and how BPC can best connect Bay Area employers with resources for recruiting and maintaining a reliable workforce.

As one of BPC's newer ventures, our efforts have been focused on understanding the workforce development issues in the Bay Area, identifying who can be potential partners to BPC in this space, and of course determining how our members are being impacted. Our goal is to understand where BPC can play an effective role in this policy area and complement the many efforts that are already happening in the region to address workforce-related challenges.

2017 Accomplishments

2017 was a year of research and development for BPC in the Workforce Development space as we gained more ground on understanding the issues and priorities of workforce development in our membership and in the region. Our accomplishments included:

- Established a Workforce Development Member Committee.
- Conducted two rounds of surveying with BPC members and our broader audience to identify workforce-related challenges and needs.
- Revamped BPC's job opportunities page into a BPC community job board.

Intended Actions and Desired Outcomes for 2018

Much of the research and development work conducted in 2017 will need to be carried into 2018 to determine if and how BPC can effectively play a role in the Workforce Development space. Through our surveys, we have identified four areas in which our members feel BPC can contribute: (1) deliver information on workforce training and funding opportunities, (2) coordinate workforce development funds for BPC members, (3) host events related to workforce development (e.g. industry roundtables, job fairs), and (4) engage at the state and federal level on laws related to workforce development.

Part of this learning will also be connecting with other organizations, such as East Bay Leadership Council and City of San Francisco Office Economic & Workforce Development, who have long been involved in the Bay Area's workforce development discussions.

- **KEY GOAL:** Determine how BPC will address the region's workforce development issues - whether it is through information delivery, grant coordination, advocacy at the state and federal level, industry events, or otherwise.

- **KEY GOAL:** Develop relationships with organizations that currently work in the workforce development space at a regional, state and/or federal level.

Committee Involvement

The Chair of BPC's Workforce Development Committee is Nick Ellis. Nick comes with a strong background as a leader in the workforce development arena and has been guiding BPC's emergence into this space. As with other BPC Member Committees, the chair plays an integral role in developing strategies for how to best approach the challenges facing BPC members related to this area.

While the Workforce Development Committee is in some ways different in nature when compared to the other BPC Member Committees, we understand that workforce-related challenges exist in the region's boating, waterfronts, dredging, and resources and infrastructure industries. As such, this committee is actively seeking ways in which it can work with the other Member Committees in these areas in order to optimize its impact.

Membership Services

Members are at the core of BPC and critical to making it such a valuable and effective organization. BPC staff seeks to provide programming and services that serve members' interests and encourage their engagement.

New members are an important part of BPC's strategy for growth in the coming years and also bring valuable new perspectives to BPC and its work. The responsibility of bringing in new members and increasing value for current members is divided between BPC's staff and the Membership Committee. This committee is led by Chair Ellis Wallenberg III of Weiss Associates, and Vice Chair Kate Mirante of Environmental Science Associates.

2017 Accomplishments

The Membership Committee and BPC staff took on several new projects in 2017. Accomplishments included:

- Creation of a BPC video featuring several members discussing the value of BPC membership. This video was previewed at the 2017 Spring Summit and will be updated on a regular basis.
- Hosted the first BPC members-only reception with special guest Congressman Mark DeSaulnier. We plan on having another reception with special guests in 2018.
- The recruitment of 20 new members. The new members cover a number of industry areas; however, many are from the boating community resulting from BPC's establishment of the Marinas & Boatyards Member Committee.

Intended Actions and Desired Outcomes for 2018

Membership growth and retention is a key priority for BPC in the coming years. BPC staff will take a more direct role in recruiting such as by following up with current members who have had positive conversations with prospective members.

In 2018, the Membership Committee plans on expanding its membership recruitment efforts through BPC's staff and Board of Directors. The committee also plans to host another members-only reception, update its marketing collateral, perform a second membership gap analysis, and continue to seek out new strategies to improve BPC's value proposition to both new and current members.

An ongoing goal for the committee and BPC in general is to increase member diversity by bringing in new members from underrepresented sectors and communities.

- **KEY GOAL:** Refine BPC's strategies in recruiting new members while improving member retention rates.

- **KEY GOAL:** Encourage and empower our Board of Directors to become more involved in recruiting new members through an incentivized process and by updating and personalizing our marketing collateral.
- **KEY GOAL:** Raise the influence of BPC by accelerating our membership growth and increasing our membership-based revenue, meanwhile broadening the diversity of BPC and thus magnifying the scope of our advocacy. One element of the diversification focus includes seeking out younger members to become involved with BPC to help ensure sustainable long-term succession.

Advocacy

Advocacy is a key component of much of what BPC does day-to-day as well as one of its greatest member benefits. In addition to its coordinated, committee-driven advocacy efforts, BPC seeks to be a resource for individual members in need of support on specific policy and legislative issues.

BPC is happy to provide letters of support, seek meetings or do other things in order to aid members' policy efforts or address regulatory challenges they are facing, among other issues. BPC also has the ability to leverage its relationships with other stakeholders, which strengthens its effectiveness in providing support and assistance to its members as needed.

Events and Education

BPC prides itself in producing a number of high quality events throughout the year that provide its members, stakeholders, and members of the public with opportunities to network and learn more about important topics impacting the region.

Our events further benefit our members by allowing those who sign up as Event Sponsors to be recognized and gain exposure, and also by incorporating BPC members as expert speakers and panelists. Additionally, when appropriate, BPC accepts suggestions for event topics directly from members. Speaking at a BPC event can be an opportunity to highlight their expertise or services.

Workshops and Expert Briefings

The main events that take place throughout the year are Workshops and Expert Briefings. Workshops are longer events (usually more than half of a day) that provide time for more in-depth discussions and multiple panels of speakers. Expert Briefings are shorter events (typically over lunchtime) that focus on a specific topic and feature either a single expert speaker or panel.

Workshops planned for 2018 include:

- Shoreline Restoration & Resiliency Workshop (Scheduled for 4/17/2018)
- Energy & Water Nexus Summit 7 (Scheduled for 9/18/2018)
- 2018 CEQA Update (Scheduled for 10/25/2018)

- Dredging & Beneficial Reuse (Scheduled for 11/7/2018)

Expert Briefings planned for 2018 include:

- Marinas & Boatyards (Scheduled for 3/21/2018)
- Air Quality (Scheduled for 3/26/2018)
- Waters of the State (Scheduled for 6/14/2018)
- Port Competitiveness (Fall)

Spring Summit

The Spring Summit has been BPC's signature annual event since its founding in the 80's, bringing together decision makers and stakeholders from across the region to discuss some of the Bay Area's most pressing issues.

In 2018, BPC is seeking to improve the Summit by holding a shorter, more engaging program, and continuing to secure high profile keynote speakers and panelists. By holding a shorter program, we hope that attendees will have fewer scheduling conflicts and are able to enjoy the program in its entirety.

Partner Events

In the past, BPC has occasionally been asked to partner with other organizations on an event. In 2018, BPC should continue to seek out and take opportunities to hold events of regional importance in partnership with other leading organizations. Such events can provide additional forums for conversation and education surrounding BPC's mission, expertise and leadership.

Collaboration with Institutes of Higher Education

BPC has a strong existing relationship with the California Maritime Academy, resulting in fruitful internship and volunteer opportunities for its students and participation by BPC and BPC members in the school's career fairs. BPC CEO John Coleman currently sits on the California Maritime Academy Advisory Board. Considering how well this relationship has gone, it is in BPC's best interest to develop connections to additional schools and colleges in the area as well.

In 2017, BPC had the pleasure of providing a Research Fellowship to a local college student. The Research Fellow, with guidance from key BPC Directors, worked in the Sustainable Waterfronts policy area. BPC intends to develop and offer more robust internship opportunities, and use this as a starting point to initiate relationships with new universities.

An additional way to increase collaboration with local colleges in 2018 is to continue to invite professors as speakers for various events and then do a better job of staying in touch with them following the events.

BPC Operations

BPC's operation relies on a small staff and a large number of member volunteers.

Governance

Officers and Executive Committee

At the helm of BPC is a slate of officers and an Executive Committee that meets monthly to set and monitor the direction of the organization and its staff.

The officers are elected each year by the Board of Directors. Joining them on the Executive Committee are a small number of additional Board Members as well as the chairs of the various Member Committees.

BPC's officers for 2018 are:

- **President**: Richard Sinkoff, *Port of Oakland*
- **Vice President**: William H. Butler, *Lind Marine, Inc.*
- **Treasurer**: Laura Kennedy, *Kennedy/Jenks Consultants*
- **Secretary**: Jaclyn Gnusti, *Anchor QEA*

Board of Directors

The 2018 BPC Board of Directors includes 40 key leaders from among the full spectrum of BPC membership. The Board meets quarterly and makes larger decisions for the organization, including giving final approval of the annual budget, new Member Committees, and official BPC positions on ballot measures.

Board Members serve terms of three (3) years and are eligible for reelection at the end of each term. Initial election and reelection is finalized through a ballot process that takes place annually, with every paying member organization receiving a ballot. About a third of the Board Members' terms expire each year. Member organizations may only have one representative on the Board of Directors at any time.

- *For more information, see the list of the Board of Directors included in the Appendix.*

Members

BPC's membership includes over 150 paying companies, organizations and individual members. They represent various sectors of business, industry and professional services.

Membership dues are charged annually and vary based on a number of factors as applicable, including the number of employees the organization has in the nine Bay Area counties, the number of vessels they own or do business with, the amount (in weight) of goods or barrels of oil they process or produce. The specific dues charged to each member are kept confidential since they vary so much from one member to the next.

- *For more information, see the list of the BPC Members included in the Appendix.*

Member Committees

BPC has several active, member-populated committees that provide focused advocacy and strategy development. Any employee of any member organization is eligible to participate in any BPC Member Committee. One of BPC's goals for 2018 is to increase member participation in these committees.

As of January 2018 the Member Committees are: Dredging & Beneficial Reuse; Legislative & Regulatory; Marinas & Boatyards; Membership; Organizational Development; Sustainable Waterfronts; Resources & Infrastructure; and Workforce Development.

Organizational Development

The growth and overall direction of BPC is an important consideration, particularly as BPC engages in new policy areas and its events and work become more complex. Developing the organizational structure for BPC that will support the other strategies and achievement of the strategic goal is a high priority.

2017 Accomplishments

BPC experienced a lot of growth in 2017, both in terms of staff and its internal structure and vision.

- Betty Kwan expanded her duties as BPC's Policy Associate. In addition to staffing the Dredging & Beneficial Reuse, Sustainable Waterfronts, and Marinas & Boatyards committees, Betty took on the launch of the Workforce Development Committee and now staffs the committee as well. Betty was promoted to Senior Policy Associate in 2018 and will play critical role in extending BPC's reach through its programming on and representation of BPC in key policy areas.
- Brianne Riley had her first year as BPC's Manager of Operations and Policy. Her efforts are dedicated to the Resources & Infrastructure, Legislative & Regulatory, Organizational Development, and Executive Committees and the related policy issues. She also works on operations for the organization, including governance, membership, and planning. Brianne lead the onboard of a new membership database for BPC which will improve our efforts related to member recruitment and retention.
- Roman Berenshteyn also had his first year at BPC as an Operations Associate. Roman takes the lead in staffing the Membership Committee - playing a critical role in developing recruitment and marketing strategies. He also serves as BPC's bookkeeper, providing budget performance analysis to the CEO and aiding in the creation of the annual budget. In 2018, Roman was promoted to the role of Policy Associate and will begin transitioning his focus to Resources & Infrastructure and Legislative & Regulatory policy areas.
- BPC held its biennial Strategic Planning Retreat resulting in the 2018-2030 Strategic Planning Framework for the organization as well as Strategic Goals for 2018-2020. It was

at this Retreat that air quality became a part of BPC's Strategic Framework as a new policy area. There were also a record number of Directors and other BPC members in attendance. The Retreat was facilitated by Saxon Hamilton, a management consulting firm that has worked with BPC for several years and understands the organization and its internal operations well.

- Chairs of Member Committees convened to discuss committee structure and develop, where needed, procedures for committee creation, chair selection and succession planning, and committee goal setting and evaluation. Takeaways from this meeting helped to inform the development of the Strategic Planning Retreat.
- There was strong engagement by the Board of Directors, which welcomed new colleagues from both new and existing member organizations. The year ended with a successful board election process.

Intended Actions and Desired Outcomes for 2018

The primary goal for 2018 is to further develop the strategies and best practices that BPC wants to employ now that it is a larger organization undertaking more events, activities, and new policy areas.

The Strategic Planning Retreat in 2017 involved important discussions about the future of BPC and its internal structures, including conversations on how to increase the organization's capacity through its Member Committees and staff. Takeaways from these conversations will help guide BPC in its organizational development as it increases influence in key policy areas and engage new members and interest groups.

At the Retreat, the Board of Directors also discussed and established BPC's three values, or guiding principles: Diversity, Leadership, and Credibility. These values will help shape the culture of BPC and play an important part in connecting with new members and partners.

Moving forward, BPC will regularly check in with the Strategic Goals developed from the Retreat. These goals were also added to the BPC Member Committee Implementation Plan template, which serves to guide the goals and objectives of each committee.

- **KEY GOAL:** Provide guidance for effective committee structure and operations, including review and feedback on Member Committee Implementation Plans.
- **KEY GOAL:** Host a meeting with all Member Committee chairs, BPC officers, and members of the Executive Committee to share committee goals, best practices, and potential areas for collaboration.
- **KEY GOAL:** Keep BPC's Strategic Goals front and center as the organization continues to develop and enter into new opportunities in the next three years.

Committee Involvement

The Organizational Development Committee, chaired by Anju Wicke, Geosyntec, operates as an internal strategy group that works to improve all facets of BPC's operations. This includes advising on board development, staff and governance issues, and how to add value for BPC members. This committee also reviews staff needs and salary appraisals to ensure that BPC competes for the best and brightest candidates to fill staff vacancies.

Office

BPC has one office located at 1970 Broadway, Suite 940, in Oakland. In 2016 it secured its lease of this office space through 2023. Nearly all Executive Committee and Member Committee meetings are held in the office's conference room. Occasionally, meetings are held offsite at a member's facility as Member Committees grow in size.

Staff

BPC's staff is dedicated to the wellbeing of BPC and its members. Members should feel free to contact the BPC office and staff any time. Their contact information is as follows:

- **Bay Planning Coalition**
Phone: (510) 768-8310
Email: bpcstaff@bayplanningcoalition.org

- **John Coleman, Chief Executive Officer**
Phone: (510) 768-8311
Email: john@bayplanningcoalition.org

- **Brianne Riley, Manager, Operations and Policy**
Phone: (510) 768-8314
Email: brianne@bayplanningcoalition.org

- **Betty Kwan, Senior Policy Associate**
Phone: (510) 768-8312
Email: betty@bayplanningcoalition.org

- **Roman Berenshteyn, Policy Associate**
Phone: (510) 768-8313
Email: roman@bayplanningcoalition.org

- **Aidan Offermann, Program Assistant**
Phone: (510) 768-8310
Email: aidan@bayplanningcoalition.org

Appendix: BPC Board of Directors and Members

2018 Board of Directors

Board Officers

Richard Sinkoff, President, *Port of Oakland*

William H. Butler, Vice President, *Lind Marine, Inc.*

Laura Kennedy, Treasurer, *Kennedy/Jenks Consultants*

Jaclyn Gnusti, Secretary, *Anchor QEA*

Board Members

William Adams, *International Longshore & Warehouse Union*

Shannon Alford, *Port of San Francisco*

Russell Barnes, *Consultant*

Linda Blue, *Pacific Inter-Club Yacht Association*

Scott Bodensteiner, *Haley & Aldrich*

Paul Campos, *Building Industry Association of the Bay Area*

Art Coon, *Miller Starr Regalia*

Brian Cooney, *Marsh & McLennan Companies*

Peter W. Dahling, *Andeavor*

Ane Deister, *HDR*

Bill T. Dutra, *The Dutra Group*

Michael Giari, *Port of Redwood City*

Walton Gill, *Chevron Products Company*

Josh Gravenmier, *Arcadis*

Tom Guarino, *Pacific Gas & Electric*

William H. Hanson, *Great Lakes Dredge & Dock, Inc.*

Eric Hinzl, *Kleinfelder*

Jim Holland, *Levin-Richmond Terminal Corp.*

David Ivester, *Briscoe Ivester & Bazel LLP*

James D. Levine, *Montezuma Wetlands LLC*

Wendy Manley, *Wendel Rosen Black & Dean*

Pat Mapelli, *Graniterock*

Christian Marsh, *Downey Brand LLP*

James C. Matzorkis, *Port of Richmond*

James McNally, *Manson Construction Company*

Ric Notini, *Cargill*

Gary Oates, *Environmental Science Associates*

Jill Quillin, *ERM*

Melanie Richardson, *Santa Clara Valley Water District*

Brad Sherwood, *Sonoma County Water Agency*

Phil Tagami, *California Capital & Investment Group*

Dilip Trivedi, *Moffatt & Nichol*

Ellis A. Wallenberg III, *Weiss Associates*

Scott Warner, *Ramboll Environ*

Anju Wicke, *Geosyntec*

Jeff Wingfield, *Port of Stockton*

2018 Members

BUSINESS & INDUSTRY

Aeolian Yacht Club
Almar Management, Inc.
AMPORTS/Port of Benicia
Andeavor
Argonaut Company
Ballena Isle Marina
Bay Maritime Corporation
Bel Marin Keys CSD
Berg Holdings
Brickyard Cove Marina
California Capital & Investment Group
Cargill
Chevron
Clipper Yacht Company, LLC
Curtin Maritime
DMB Pacific Ventures
The Dutra Group
Eagle Rock Aggregates
East Bay Dischargers Authority
Emery Cove Marina Condominium Assoc., Inc.
Ghilotti Construction
Great Lakes Dredge & Dock Co., LLC
Ironhouse Sanitary District
Keech Properties
KKMI
Lehigh Hanson West Region

Lennar Mare Island
Levin Richmond Terminal Corp.
Lind Marine, Inc.
Manson Construction Co.
Mare Island Dry Dock
Metro Ports
Montezuma Wetlands, LLC
Pacific Gas & Electric
Phillips66
Port of Oakland
Port of Redwood City
Port of Richmond
Port of San Francisco
Port of Stockton
Power Engineering Construction Co.
Princess Cruises
San Francisco International Airport
San Francisco Waterfront Partners, LLC
Santa Cruz Port District
Shell Martinez Refinery
Sims Metal Management
Terminal One Development LLC
Trans Bay Cable Project LLC
Valero Energy Corporation
Viridis Feedstock
Vortex Marine Construction, Inc.

PROFESSIONAL SERVICES

AECOM
AMEC
Anchor QEA
Anderson Pine
ARCADIS U.S., Inc.
Bellingham Marine Industries
BKF Engineers
Briscoe Ivester & Bazel, LLP
California Strategies, LLC
CDIM Engineering
CLE Engineering
Cox Castle & Nicholson, LLP
CSW/Stuber-Stroeh Engineering Group, Inc
Downey Brand LLP
Dudek
ENS Resources, Inc.

Environmental Resources Management
Environmental Science Associates
Finger Design
Four Twenty Seven
Gahagan & Bryant Associates, Inc.
Geosyntec Consultants, Inc.
GHD
Greeley and Hansen
Haley & Aldrich
Hanson Bridgett LLP
HDR
Huffman-Broadway Group
Hunton and Williams LLP
HydroMetrics Water Resources Inc.
Integral Consulting
Kearns & West

PROFESSIONAL SERVICES (continued)

Kennedy/Jenks Consultants
Kleinfelder
The Kos Read Group, Inc.
Lipton Environmental Group LLC
Marsh & McLennan
Miller Starr Regalia
Moffatt & Nichol
Morrison & Foerster, LLP
MWH Global
Noble Consultants, Inc.
Pacific EcoRisk
Pacific States Environmental Contractors

Parsons Corporation
Perkins Coie LLP
Poseidon Water, LLC.
Ramboll Environ
Sheppard, Mullin, Richter & Hampton LLP
Terraphase Engineering
The Covello Group
TranSystems Corp.
Urban Economics
Weiss Associates
Wendel Rosen Black & Dean, LLP
WRA, Inc.

LOCAL GOVERNMENT & DISTRICTS

City of Alameda
City of Foster City
City of Martinez
City of San Leandro
City of Vallejo
Contra Costa County Water Agency
East Bay Municipal Utility District

Golden Gate Bridge, Highway & Transportation
District
San Francisco Public Utilities Commission
San Mateo County Harbor District
Santa Clara Valley Water District
Sonoma County Water Agency
Strawberry Recreation District

ASSOCIATIONS

Association of Bay Area Governments
Bay Area Clean Water Agencies
Bay Area Council
Bay Area Council Economic Institute
Bay Crossings
Brickyard Cove Marina
Brickyard Cove Home Owners Association #2
Building & Construction Trades Council of
Alameda County
Building Industry Association
California Alliance for Jobs
California Association of Harbor Masters & Port
Captains
CalDesal
California Marine Affairs & Navigation
Conference
Council of Industries
East Bay Economic Development Alliance
East Bay Leadership Council
Emeryville Marina
Friends of the Canal
Futureports
ILWU International

The Industrial Association, Inc. of Contra Costa
Marina Recreation Association
Marina Vista Improvement Club
Marine Exchange of the San Francisco Bay
Region
Marine Science Institute
The Maritime Alliance
Napa Yacht Club Home Owners Association
Northern California Marine Association
Oakland Metropolitan Chamber of Commerce
Operating Engineers – Local 3, AFL-CIO
Pacific Inter-Club Yacht Association

Pacific Merchant Marine Council, Navy League
of the United States
Paradise Cay Homeowners Association
Pile Drivers Local Union #34
Sailors’ Union of the Pacific
San Francisco Bay Joint Venture
San Francisco Estuary Institute
San Francisco Maritime National Park
Association

ASSOCIATIONS (continued)

San Mateo County Economic Development
Agency (SAMCEDA)
Seaport Industrial Association

Solano Economic Development Corporation
Western States Petroleum Association
Western Wood Preservers Institute

INDIVIDUALS

Jim Arnold
Russell Barnes
Nisha Chauhan
Nick Ellis
Barry Holliday
Ellen Joslin Johnck, RPA

Bonnie Lowrie-Preston
Michael T. Rafferty
Ann Spaulding
Will Travis
John Vasquez

Appendix: Member Committee Information

Much of BPC's work is directed by the activities of its Member Committees. Committees meet quarterly and are open to any employee of any member organization. Please let BPC staff know if you or any of your colleagues would like to be added to the email list for receiving meeting and other related information.

DREDGING & BENEFICIAL REUSE

Chair: *Josh Gravenmier, Arcadis*

LEGISLATIVE & REGULATORY

Chair: *Walt Gill, Chevron*

Vice Chair: *Peter Dahling, Andeavor*

MARINAS & BOATYARDS

Chair: *Josh Burnam, Anchor QEA*

MEMBERSHIP

Chair: *Ellis Wallenberg, III, Weiss Associates*

Vice Chair: *Kate Mirante, Environmental Science Associates*

ORGANIZATIONAL DEVELOPMENT

Chair: *Anju Wicke, Geosyntec*

SUSTAINABLE WATERFRONTS

Chair: *Dilip Trivedi, Moffatt & Nichol*

RESOURCES & INFRASTRUCTURE

Chairs: *Tom Guarino, Pacific Gas & Electric Company*

WORKFORCE DEVELOPMENT

Chair: *Nick Ellis, Individual*

Appendix: Strategic Partnerships

BPC regularly partners with other stakeholders to engage in policy efforts that benefit BPC members and the region. While this is sometimes done ad hoc around specific policy issues, there are some established coalitions that we expect to remain active through 2018.

Ad Hoc Coalition Dedicated to WRDA 2016 Implementation. BPC has been working with several other regional organizations in its effort to advocate for effective implementation of the Water Infrastructure Improvements for the Nation Act, formerly known as WRDA 2016. The other organizations most often involved are San Francisco Bay Conservation and Development Commission (BCDC), California State Coastal Conservancy, and Save The Bay.

Association of Bay Area Governments (ABAG). As BPC increases its work in the area of regional risk and resilience, it has increasingly encountered ABAG's work in this area. Plans are underway to develop a more coordinated working relationship between BPC and ABAG, including cross-publicizing each other's events and perhaps partner on creating new joint events.

Bay Area Business Coalition (BABC). BPC is one of several nonprofit business-related advocacy organizations that joined ranks in 2011 to form BABC. The other organizations involved include the Bay Area Council, Building Industry Association of the Bay Area, the East Bay Leadership Council, East Bay Economic Development Alliance, the Jobs & Housing Coalition, the North Bay Leadership Council, San Mateo Economic Development Association, and Solano Economic Development Corporation. One of this group's greatest successes has been helping to change the proposed language of BCDC's Bay Plan Amendment in a way that better protects the economic interests of property owners along the Bay. Now BABC's role is to protect the integrity of the language on proposed policy actions.

Bay Area Regional Reliability Drought Contingency Plan – Drought Task Force. This group was formed in 2016 to encourage coordination among state, local and regional agencies and other stakeholders on issues related to drought planning and management. BPC has participated in all of the group's meetings and in reviewing technical and strategic work product developed by the group and its leaders.

East Bay Leadership Council (EBLC). BPC CEO John Coleman sits on the EBLC Board of Directors. EBLC advocates on public policy issues affecting the economic vitality and quality of life in the East Bay region.

San Francisco Bay Regional Coastal Hazards Adaptation Resiliency Group (CHARG). CHARG, started in 2014, is a working group of over 100 engineers, planners, scientists and policymakers brought together to develop and implement regional flood protection solutions to sea level rise and extreme tides. Specifically, this group seeks to improve regional coordination among

federal, state and local officials, the private sector and NGOs when it comes to these issues. In particular, it seeks to have the involved groups unify on financing and funding strategies. BPC has been participating in CHARG since its inception and has been an active participant in all CHARG stakeholder meetings.

San Francisco Bay Restoration Authority. The San Francisco Bay Restoration Authority (Restoration Authority) is a regional agency charged with raising and allocating local resources for the restoration, enhancement, protection, and enjoyment of wetlands and wildlife habitat in San Francisco Bay and along its shoreline, and associated flood management and public access. The Restoration Authority voted to place the now in effect Measure AA on the ballot for the nine Bay Area counties in June 2016. The measure will raise approximately \$25 million annually to fund shoreline projects to protect and restore San Francisco Bay. BPC CEO John Coleman sits on the Restoration Authority's Advisory Committee, which represent the interests of the community and public agencies within the Restoration Authority's jurisdiction, and assists and advises the Governing Board.

San Francisco Bay Joint Venture Project. BPC is an active partner of San Francisco Bay Joint Venture Project (Joint Venture). BPC CEO John Coleman sits on the Management Board and BPC staff participate in a number of Joint Venture working groups and committees. By being a part of the Joint Venture, BPC also collaborates with other Bay Area organizations to carry out the Joint Venture's mission to protect, restore and enhance wetlands. The work of the Joint Venture includes efforts related to dredging and beneficial reuse, such as their online SediMatch tool to coordinate available sediment for restoration sites. Here, BPC staff works closely with the Joint Venture to communicate such resources to our members in the dredging industry.

San Francisco Estuary Institute (SFEI). BPC staff and members of its Dredging & Beneficial Reuse Committee are engaged at many levels with SFEI and in particular with its Regional Monitoring Program (RMP). The RMP is a collaborative effort between SFEI, the San Francisco Bay Regional Water Quality Control Board, and the regulated discharger community. Its charge is to provide the information that regulators and decision-makers need to manage San Francisco Bay effectively in the context of water quality. The RMP impacts BPC's dredging members directly and as a result we have boosted our involvement in the RMP through representation on the RMP Steering and Technical Review committees as well as the Sediment and Exposure & Effects workgroups.

Appendix: Event and Meeting Schedule

Please note: All event and meeting dates and times are subject to change.

Anticipated 2018 Events

Briefing: Marinas & Boatyards

Wednesday, March 21, 11:00 am – 1:30 pm
Brickyard Cove Marina, Richmond

Briefing: Air Quality

Monday, March 26, 1:00pm – 4:30 pm
Port of Oakland

Workshop: Getting Restoration & Resiliency Projects Constructed in San Francisco Bay

Tuesday, April 17, 9:00am – 1:00 pm
Port of San Francisco

Briefing: Waters of the State

Thursday, June 14, 9:00 am – 1:00 pm
Wendel Rosen Black & Dean LLP

Sacramento Day

Date To Be Determined

Members Reception

Spring or Fall 2018

2018 Spring Summit

Friday, May 11
Oakland Scottish Rite Center

Workshop: Energy & Water Nexus Summit 7

Tuesday, September 18
East Bay Municipal Utility District Headquarters, Oakland

Workshop: CEQA Update

Thursday, October 25
Wendel, Rosen, Black & Dean LLP

BPC Workshop: Dredging & Beneficial Reuse

Wednesday, November 7, 9:00 am – 1:00 pm
Port of Oakland

BPC Briefing: Port Competitiveness

Fall 2018, Location To Be Determined

BPC Annual Luncheon

Friday, December 8, 11:00 am – 2:00 pm
San Francisco City Club

Board and Member Committee Meetings

Board of Directors

Wednesday, February 21, 11:00 am – 2:00 pm
Wednesday, May 16, 11:00 am – 2:00 pm
Wednesday, September 19, 11:00 am – 2:00 pm
Friday, December 7, 8:30 am – 11:00 am

Executive Committee

All meetings are on Wednesdays

January 17, 8:30 am – 10:00 am
March 14, 8:30 am – 10:00 am
April 18, 8:30 am – 10:00 am
June 20, 8:30 am – 10:00 am
July 18, 8:30 am – 10:00 am
August 15, 8:30 am – 10:00 am
October 17, 8:30 am – 10:00 am
November 14, 8:30 am – 10:00 am
December 19, 8:30 am – 10:00 am

Dredging & Beneficial Reuse Committee

Thursday, February 6, 1:00 pm – 2:30 pm
Monday, April 2, 1:00 pm – 2:30 pm
Monday, June 4, 1:00 pm – 2:30 pm
Thursday, August 9, 1:00 pm – 2:30 pm
Thursday, October 4, 1:00 pm – 2:30 pm
Thursday, December 6, 1:00 pm – 2:30 pm

Legislative & Regulatory Committee

All meetings are on Thursdays

March 8, 2:00 pm – 3:30 pm
May 10, 1:00 pm – 2:30 pm
July 12, 9:00 am – 10:30 am
September 6, 9:00 am – 10:30 am
November 8, 9:00 am – 10:30 am

Marinas & Boatyards Committee

All meetings are on Thursdays

January 11, 2:00 pm – 3:30 pm
May 10, 10:00 am – 11:30 am
September 13, 10:00 am – 11:30 am
November 29, 10:00 am – 11:30 am

Membership Committee

Thursday, January 25, 10:00 am - 11:30 am
Friday, March 23, 10:00 am - 11:30 am
Thursday, May 24, 10:00 am - 11:30 am
Friday, July 20, 10:00 am - 11:30 am
Friday, September 21, 10:00 am - 11:30 am
Friday, November 16, 10:00 am - 11:30 am

Organizational Development Committee

All meetings are on Wednesdays

January 27, 10:00 am - 11:30 am
April 18, 10:00 am - 11:30 am
July 18, 10:00 am - 11:30 am
October 17, 10:00 am - 11:30 am

Sustainable Waterfronts Committee

Thursday, January 25, 1:00 pm – 2:30 pm
Wednesday, March 28, 1:00 pm – 2:30 pm
Wednesday, May 23, 1:00 pm – 2:30 pm
Thursday, July 26, 1:00 pm – 2:30 pm
Wednesday, September 26, 11:00 am – 12:30 pm
Wednesday, November 28, 10:00 am – 11:30 am

Resources & Infrastructure Committee

All meetings are on Wednesday, unless otherwise specified

Friday, February 9, 9:00 am – 10:30 am
April 11, 10:00 am – 11:30 am
June 20, 10:00 am – 11:30 am
August 8, 10:00 am – 11:30 am
October 10, 10:00 am – 11:30 am
December 12, 10:00 am – 11:30 am

Workforce Development Committee

All meetings for the Workforce Development Committee will be posted on BPC's website as they are scheduled.