

2022-2023 Work Plan

December 1, 2021

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Message from the CEO

The past two years presented extraordinary challenges that we could have never imagined when we prepared our 2020-2021 Work Plan. A global pandemic ground our economy to a halt, forced us all to instantly work remotely for the indefinite future, and inflicted a devastating physical and mental health toll on employees and families. We also experienced the most destructive wildfires in California history, the worst air quality in the world, and the driest water year on record.

Despite these challenges, I'm proud of Bay Planning Coalition's ability to persevere, adapt, and seek new opportunities to advance our policy and regulatory work on behalf of our members. We quickly shifted to operating remotely without interrupting service or events for our members, and we adjusted our expenses to balance the budget despite a decline in membership and sponsorship revenue. We successfully advocated for new climate resilience funding from Sacramento, new infrastructure funding from Washington, and initiated a regional conversation about improving permitting processes to turn that money into action quickly.

At our condensed virtual Strategic Planning Retreat in September 2021, a record number of Board members participated to reflect on the resilience of the organization over the past two years and charted a course to continue to deepen our engagement with key public agencies and regional stakeholders in several policy areas going forward. The Board identified the primary goal of the coming year to **"build relationship capital to create understanding and alignment"** as we continue to engage in regional planning efforts and improve regulatory processes.

The exceptional challenges of the past two years present a new opportunity for BPC to play a critical role in how the Bay Area grows as an economically and environmentally sustainable region. This Work Plan is a guiding framework for how we can expand our policy and regulatory influence while adapting to a changing environment. The current success could not have happened without the outstanding team at the Bay Planning Coalition.

Thank you for taking the time to review our 2022-2023 Work Plan. We look forward to working together to guide the future of the San Francisco Bay and shoreline in the years to come.

Sincerely,

A handwritten signature in blue ink that reads "JAC" followed by a horizontal line.

John A. Coleman
Chief Executive Officer

Executive Summary

Bay Planning Coalition (BPC) is a non-profit, 501(c)(4) membership-based policy organization representing a broad spectrum of public and private entities collectively advocating for strong economic growth and environmental sustainability of the San Francisco Bay and its watershed. This Work Plan provides guidance to BPC Board of Directors, staff and other stakeholders regarding the organization's strategic goals and objectives for 2022 and 2023.

2020-21 Key Accomplishments

Despite the pandemic-induced challenges over the past two years, BPC continued to deepen our policy work and expertise in several new areas, strengthened our relationships with regulatory agencies and elected officials, elevated the presence and influence of the organization around the region.

2022-2023 Policy Areas

- Dredging & Beneficial Reuse
- Sustainable Waterfronts (Climate Resilience & Waterfront Development)
- Resilient Transportation
- Air Quality
- Energy & Water

2022-2023 Policy Committees

We will maintain our recently renewed committee structure so we have a clearly defined committee for each of our five key policy areas: **Dredging & Beneficial Reuse, Sustainable Waterfronts, Resilient Transportation, Air Quality, and Energy & Water** in addition to **Government Affairs**, which will deal with all policy and regulatory issues associated with each of those policy areas.

We will continue to have an **Organizational Development Committee** (ODC) which will lead the Strategic Planning process every two years. Additionally, the ODC will play a key role at all Board of Director meetings to ensure we are meeting our goals, recommend internal policy changes and refining organizational practices. Both our **Membership** and **Marinas & Boatyards Committee** will continue as ad hoc committees that meet as issues arise.

Mission & Vision

In 1983, Bay Planning Coalition (BPC) was founded to address concerns from a diverse group of stakeholders about the increasing complexities and inefficiencies in the regional, state and federal permitting processes impacting dredging activities in the region. BPC was formed to establish a working balance in the permitting processes in order to reduce costs, delays and uncertainty. Since then, BPC's activities have dramatically expanded to address not only **regulatory issues associated with activities on the bay and shoreline**, but also to emerge as leaders influencing the development of **regional policy and planning efforts** related to **dredging and beneficial reuse, climate resilience, resilient transportation, air quality, energy, water and other pressing waterfront land use issues**.

In February 2020, Board members approved the revised mission statement to reflect BPC's broadened scope of policy activities and growing diversity of membership.

Revised Mission Statement: *A broad coalition providing expert advocacy and facilitation to advance the industries and infrastructure that support a strong regional economy and resilient environment within the San Francisco Bay and waterfront.*

2030 Vision: *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

As discussed at the 2021 Board Retreat, Board members confirmed that BPC should continue with its existing strategic goals: to influence the development of **policy and planning** processes in the long term, and advocate for **regulatory reform** in the near term.

- (1) **Influence and shape regional planning efforts** related to BPC's five key policy areas: Dredging & Beneficial Reuse, Sustainable Waterfronts, Resilient Transportation, Energy & Water, and Air Quality.
- (2) **Advocate and facilitate an efficient, coordinated, and timely regulatory development and permitting process.**

The primary goal in 2022 is to “**build relationship capital to create understanding and alignment**” to achieve the strategic goals.

The Supporting Strategies are the broad paths we will take to accomplish each Strategic Goal. We will capture our progress in achieving these goals through the ODC Committee.

- Build on relationships with elected officials, public agency staff, and stakeholders
- Strengthen relationships with Board Members and Commissioners
- Support implementation of regional plans adopted in 2021
- Influence allocation of federal infrastructure funding implementation in Bay Area
- Bring more solutions to regional policy and regulatory planning discussions
- Identify right technical expertise to bring to the table
- Partner with other influential organizations with similar goals
- Increase partnerships with younger generation
- Develop technical data to support policy solutions
- Educate BPC Board, BPC members and the public via Expert Briefings, Workshops, etc.
- Dedicate more resources to government affairs
- Track emerging and evolving policy issues
- Develop robust communication strategy to elevate BPC work and influence
- Host multi-agency meetings to facilitate path to regulatory reform
- Focus on community building
- Identify and share best practices

2020-21 Key Accomplishments

Bay Planning Coalition adapted to unprecedented new challenges over the past two years and pursued new opportunities to grow our influence in the Bay Area. The following are some recent policy and regulatory achievements.

1. Partnered with regional agencies and partner organizations to successfully advocate for significant amount of new climate resilience funding in the 2021 State Budget, including for regional planning and projects in the Bay Area.
2. Influenced the development of *Bay Adapt*, the regional plan to adapt San Francisco Bay shoreline for sea level rise.
3. Convened forceful coalition influencing the development of BCDC Climate Change Policy Guidance.
4. Advocated for funding to benefit Bay Area projects throughout the development of the federal infrastructure package.
5. Advocated for the expansion of the region's water transit system by working with WETA to secure new state and federal funding for low emission vessels and terminals, and working with private operators and BCDC to ease the regulatory burden of expanding to new markets.
6. Convened regional stakeholders at 2021 Spring Summit to start a public dialogue on expediting project delivery for resilient infrastructure projects in the Bay Area. Spurred partnership with agencies to facilitate implementation of new federal funding.
7. Established two new policy committees on Air Quality and Energy & Water.
8. Advocated for state legislative changes to support regional planning for climate adaptation projects and improve the permitting process for environmental projects.
9. Emerged as a leading voice calling for expedited permitting of resilient public infrastructure projects in the Bay Area.
10. Influenced the development of the Environment element of Plan Bay Area 2050, and elevated the urgency of regulatory reform to implement projects quickly.
11. Successfully advocated on several policy and plans related to Dredging & Beneficial Reuse: WRDA 2020 Implementation Guidance, San Francisco Regional Dredged Material Management Program, Regional Monitoring Program Special Studies, and more.
12. Continued partnership with AQPI team and advanced implementation of siting of radars around the region.
13. Successfully adapted to a virtual format for hosting large scale events, facilitating regulatory streamlining, and participating in regional forums.
14. Hosted several virtual policy committee meetings with high level speakers to build relationships with more elected officials on key policy priorities.
15. Strengthened working relationships with leadership and staff for federal, state, and regional public agencies, such as BAAQMD, CARB, MTC/ABAG, BARC, BCDC, public utilities, and more.

2022-2023 Policy Agenda

1. Dredging & Beneficial Reuse

- Advocate for the streamlined permitting and regular dredging of critical waterways.
- Direct funds to dredge-related science through the SFEI Regional Monitoring Program.
- Champion beneficial reuse of dredged sediment for shoreline resiliency projects.

2. Sustainable Waterfronts (Climate Resilience & Waterfront Projects)

- Advocate for new funding and incentivize regional collaboration to plan, fund, and implement climate adaptation projects in the Bay Area.
- Improve the transparency and efficiency of permitting of shoreline projects.
- Influence the development of regional planning processes to advocate for the regional coordination of climate adaptation and resilient transportation projects.

3. Resilient Transportation

- Promote the expansion of water transit services and terminals.
- Support transit-oriented development at ferry terminals.
- Strengthen the resilience of transportation infrastructure to support the movement of people and goods.

4. Air Quality

- Influence the development of pragmatic air quality regulations that build resilience and support continued economic growth in the Bay Area.
- Advocate for funding to support emission reduction investments at Bay Area ports and refineries.
- Support for practical, consistent, and predictable regulation of clean energy projects, especially those that provide incremental improvements promptly.

5. Energy & Water

- Educate BPC members and the public on the critical economic impacts of drought, water security, and energy supply issues, and the nexus thereof, facing the Bay Area and its economic reach.
- To the extent that is reasonable (and providing no conflict exists), participate in regional collaboration efforts related to water project regulatory issues.
- Advocate for new policy and regulatory solutions to ensure resilient supply of both water and energy.

Membership Development

BPC membership provides access to all of the organization's members-only policy committee meetings and events throughout the year, in addition to ongoing policy advocacy on issues of importance to our members and regulatory support for specific projects. BPC events provide natural networking and business development opportunities, as well.

2020-21 Accomplishments

- Recruited 12 new members
- Grew new member revenue to nearly \$20,000 in an extremely financially constrained environment due to the economic impact of the pandemic
- Revised policy committee meeting structure to host high level speakers, deepen our engagement within existing member companies, and attract new members
- Expanded scope of policy and regulatory work to grow and diversify membership across a range of policy interests

2022-2023 Key Goals

- Deepen member engagement on five key policy areas through participation in committee meetings with high speakers and robust committee member discussions
- Elevate influence of BPC by continuing to host elected officials at committee meetings
- Grow and diversify membership, attracting an additional 10 new members in 2022-23

We will maintain the updated committee structure so we have a clearly defined committee aligned with each of our five key policy areas: **Dredging & Beneficial Reuse, Sustainable Waterfronts, Resilient Transportation, Energy & Water and Air Quality**. In addition to those five areas, we will also continue to have our **Government Affairs Committee**, which would deal with all of the legislative issues associated with each of those policy areas, and also continue to host state and local legislators and public agency staff to build relationships, trust, and strengthen our advocacy positions. The **policy committees will continue to work on both policy and regulatory issues associated with those areas**, and any position-taking on legislation would include the Government Affairs Committee.

COMMITTEE LEADERSHIP

AIR QUALITY

Amnon Bar-Ilan, Ramboll
Michael McGuire, Geosyntec

DREDGING & BENEFICIAL REUSE

Josh Gravenmier, Arcadis
Scott Bodensteiner, Haley & Aldrich
Jan Novak, Port of Oakland

ENERGY & WATER

Melanie Richardson, Valley Water
Scott Warner, BBJ Group

GOVERNMENT AFFAIRS

Amara Morrison, Wendel Rosen LLP

RESILIENT TRANSPORTATION

David Carlson, Jacobs

SUSTAINABLE WATERFRONTS

Connie Lee, Cargill
Dilip Trivedi, Moffatt & Nichol

MARINAS & BOATYARDS (ad hoc committee)

Josh Burnam, Anchor QEA

ORGANIZATIONAL DEVELOPMENT

Ginna Demetrios, Arcadis

MEMBERSHIP

Ellis Wallenberg, Weiss Associates
Kate Mirante, Environmental Science Associates

Internal Operations

Governance

BPC 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.

- President: Laura Kennedy, *Kennedy/Jenks Consultants*
- Vice President: Jaclyn Gnusti, *Anchor QEA*
- Treasurer: Ane Deister, *HDR Inc.*
- Secretary: Anju Wicke, *Geosyntec*

The **BPC Board of Directors** includes 40 key leaders across the spectrum of BPC membership. The Board meets quarterly and makes larger decisions for the organization. Board Members serve terms of three 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.

BPC's **membership** has grown to over 180 paying member companies and organizations that represent a diverse range of sectors with a shared interest in advancing the economic vitality and environmental sustainability of the San Francisco Bay and shoreline.

BPC Staff

- **John Coleman, Chief Executive Officer**
Office: (510) 768-8311, Cell: (510) 590-0238
Email: john@bayplanningcoalition.org
- **Emily Loper, Policy Director**
Phone: (510) 768-8314
Email: emily@bayplanningcoalition.org
- **Roman Berenshteyn, Policy & Development Lead**
Phone: (510) 768-8313
Email: roman@bayplanningcoalition.org
- **Ann Spaulding, Program Manager**
Phone: (510) 768-8310
Email: ann@bayplanningcoalition.org