



# 2023 – 2024 WORK PLAN

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## Message from Our CEO

Reflecting on the past three years of the Bay Planning Coalition's (BPC / Coalition) work towards our 2030 vision through our strategic goals, I am proud of our organization's ability to adapt to the social, economic, and health-related changes resulting from the global pandemic. As we continue to re-orient our policy agenda to best advocate for our membership, this 2023-2024 Work Plan reflects our successful advocacy efforts as we expand our impact in the Greater San Francisco Bay Area.

In addition to navigating the new normal of post pandemic operations, Bay Planning Coalition experienced a complete staff turnover, resulting in two new hires tasked not only with bringing our finances to prior levels, but also maintaining the historic level of effectiveness. While initial transitions were marked with learning curves for staff and BPC members, we conclude the 2022 year with more momentum than ever before. This momentum, coupled with new ideas and youthful energy, presents an incredible opportunity for us to take a leading role in the Bay Area and its watershed. Thank you to the great efforts of Cameron Carr and Sophie Douglas. And thank you to BPC's Board of Directors for their continued support.

At our first in-person Strategic Retreat since 2019, Board members expressed their desire for a more active role in legislation and policy development. The discussions led to the decision for BPC to transition to a more *proactive role* in proposed and active legislative efforts. As we transition from the reactive nature that previously characterized our policy responses, our Coalition will capitalize on the increased engagement of our Board of Directors, members, and agency partners to implement our policy agenda and seek tangible outcomes for our efforts. Underscoring the policy agenda goals included in this Work Plan is our intent to advocate for the region to secure the state and federal climate adaptation funding necessary to ensure resilient communities and infrastructure.

To reach our new strategic goals and policy objectives, the Bay Planning Coalition will continue building relationship capital to create understanding and alignment with agencies and stakeholders. We have made substantial progress in cultivating these relationships, as reflected in our 2022 events featuring the leadership of key regional and state agencies. With the increasing momentum of our organization and collaboration with agency partners, BPC will play a critical role in developing sound policies to promote the Bay Area's economy and environment.

Thank you for taking the time to review our 2023-24 Work Plan. As we approach our 40<sup>th</sup> annual in April 2023, we look forward to working together to proactively shape the future of the Greater San Francisco Bay and shoreline for years to come.

Sincerely,



John A. Coleman  
Chief Executive Officer

## Executive Summary

Bay Planning Coalition 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 2023 and 2024.

### 2021-22 Key Accomplishments

While Covid-induced challenges altered social interactions, economic conditions, and business operations, BPC has adapted to the changing conditions to maintain effectiveness in the region. Through our policy work and expanded engagement in several new areas, our organization has strengthened relationships with regulatory agencies and elected officials, which has further developed our knowledge and influence within the San Francisco Bay region and beyond.

### 2023-2024 Policy Areas

- Air Quality
- Climate Resilience & Waterfront Development
  - Resilient Transportation
  - Sustainable Waterfronts
- Dredging & Beneficial Use
- Sustainable Resource Management
  - Energy & Water

### 2023-2024 Policy Committees

We will maintain our committee structure related to each of our five key policy areas: **Air Quality, Dredging & Beneficial Reuse, Energy & Water, Resilient Transportation, and Sustainable Waterfronts**. Supporting these committees' policy focuses and regulatory interests is our **Government Affairs** Committee. To increase the efficacy of the Coalition in the identified policy areas at the local, state, and federal level; this committee will collaborate with and educate legislators and their staff to advance our mission.

### Policy Adherence & Organization Efficiency

We will continue to have an **Organizational Development Committee (ODC)** to ensure the goals and strategies identified in this plan, which are developed biennially, are followed and impactful to our mission. In addition to organizing and leading our Strategic Planning process, the ODC will communicate progress on our policy agenda to the Board of Directors, recommend internal policy changes, and review organizational practices.

## Mission & Vision

In April 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 to reduce costs, delays, and uncertainty. 40 years later, 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 *air quality, climate resilience, dredging and beneficial reuse, sustainable resource management, transportation, 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 industries and interests of our membership.

### Revised Mission Statement

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*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

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*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

At the 2022 Board Retreat, Board members revised the organization's strategic goals to reflect our mission, vision, and membership. In the *near-term*, the Coalition will focus on education and collaboration to maximize the allocation of state & federal adaptation funds and advocate for regulatory reforms. These strategies will support BPC's *long-term* goals of influencing policies in support of regional economic and environmental viability in response to a changing climate and economic uncertainty.

- 1) Proactively influence and shape regional plans, policies, and legislation.
- 2) Maximize the allocation of federal and state funding for climate change adaptation and infrastructure in the Bay Area.
- 3) Advocate and facilitate an efficient, coordinated, and timely regulatory development and permitting process.

### Primary Goal

Building on our 2022 goal, the Primary Goal in 2023 is to: **“build relationship capital to foster understanding, encourage collaboration, and increase regional influence in support of Coalition members.”**

### Supporting Strategies

These strategies are the broad paths we will take to accomplish each Strategic Goal. BPC will quantify progress through the Organizational Development Committee (ODC).

- Build on relationships with elected officials, public agency staff, and stakeholders
- Increase collaboration with agencies and partner organizations to secure federal funding
- Support and engage partners in the implementation of regional adaptation plans
- Identify points of alignment with similar partner agencies to increase Coalition influence
- Track emerging and evolving policy issues
- Review Coalition's policy/legislation position criteria to ensure alignment of committees' goals
- Focus on economic facts and benefits of regional industries in support of policies and funding
- Dedicate additional resources to legislative affairs through visits to the Capitol
- Elevate BPC successes and work products to increase Coalition size and influence
- Conduct case studies of agencies' permitting processes to highlight areas of improvement
- Dedicate additional resources to review mitigation banking and develop a benchmark
- Develop strategies to approach regulatory issues at each agency
- Proactively identify issues related to members' interests to promote Coalition's benefits
- Emphasize BPC's expertise in the region to better advocate for members

## 2021-22 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 new climate resilience funding in the 2021 State Budget, including for regional plans and projects.
2. Influenced the development of *Bay Adapt*, the regional plan to adapt San Francisco Bay shoreline for sea level rise.
3. Advocated for funding to benefit Bay Area projects throughout the development of the federal infrastructure package.
4. Advocated for the expansion of the region's water transit system by working with San Francisco Bay Area Water Emergency Transportation Authority (WETA) to secure new state and federal funding for low emission vessels and terminals.
5. Convened regional stakeholders at our annual Spring Summit to continue a public dialogue on the planning and funding of resilient infrastructure projects in the Bay Area. New partnerships were developed because of the event's broad reach across industries.
6. Implemented new committee policy focuses for Air Quality and Energy & Water, expanding the Coalition's focus on regulations and resource management in the respective fields.
7. Advocated for state legislative changes to support regional planning for climate adaptation projects and improve the permitting process for environmental projects.
8. Maintained support of expedited permitting of resilient public infrastructure projects in the Bay Area.
9. Successfully advocated for several policies and plans related to Dredging & Beneficial Reuse: WRDA 2020 Implementation Guidance, San Francisco Regional Dredged Material Management Program, Regional Monitoring Program Special Studies, WRDA 2022 language, and more.
10. Continued partnership with the Advanced Quantitative Precipitation Information (AQPI) team and advanced implementation of radars around the region.
11. Hosted several virtual policy committee meetings with high-level speakers to build relationships with elected officials and key state agencies related to the State's resiliency efforts.
12. Strengthened working relationships with leadership and staff for federal, state, and regional public agencies, such as BAAQMD, CARB, BARC, BCDC, and public utilities.
13. Developed an industry coalition in response to the SFRWQCB's Proposed Basin Plan Amendments to address concerns with regulatory implications for regional projects and jurisdictional overlap.
14. Identified and advocated for regional waterfront development projects that will provide a strong example of shoreline adaptation, while expanding public agency partnerships in the process.
15. Collaborated with regional refineries in support of renewable and alternative fuel developments.
16. Refocused BPC's Sustainable Waterfronts and Resilient Transportation Committees to champion resiliency funding and project implementation.
17. Supported regional dredging and climate resiliency through new partnerships with federal agencies and regional beneficial reuse restoration sites, which will be further developed in our 2023 policy agenda.

# 2023-2024 Policy Agenda

## Air Quality

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

## Dredging & Beneficial Reuse

- Support permitting reforms and the regular dredging of critical waterways.
- Advocate for State and Federal funding by educating legislators on the importance of the region's dredging for the movement of goods and people to the state economy.
- Champion the beneficial use of dredged sediment for shoreline resiliency projects.
- Direct funds for dredge-related science through the SFEI Regional Monitoring Program.

## Energy & Water

- Educate BPC members and the public on the critical economic impacts of drought, water security, and energy supply issues, to ensure the sustainable use and management of nexus resources.
- Support funding for the resilience adaptation of water and energy conveyance infrastructure, wastewater treatment, conservation practices, and increased storage.
- Advocate for new policies and regulatory solutions to ensure a resilient water and energy supply.

## Resilient Transportation

- Promote the expansion of water transit services and terminals.
- Support resilient transportation infrastructure to expand the movement of people and goods.
- Advocate for projects that improve the region's existing transportation routes and expand access to additional communities around the San Francisco Bay.

## Sustainable Waterfronts (*Climate Resilience & Waterfront Projects*)

- Advocate for new funding and regional collaboration to plan, fund, and implement climate adaptation projects in the Bay Area.
- Improve the transparency and efficiency of permitting shoreline projects through coordinated regulations.
- Identify projects representative of strong adaptation to influence the development of coordinated resiliency processes.



## Membership Development

BPC membership provides access to the organization's members-only policy committee meetings and events throughout the year. Additionally, members benefit from continuous advocacy for policies and legislation that promote the balanced interests of regional industries and the environment. As a key stakeholder in the region, BPC facilitates connections to assist members in navigating regulatory and development issues. The many policy events we host throughout the year provide excellent opportunities to engage directly with policymakers and network with other leaders.

### 2021-22 Accomplishments

- Recruited 11 new members.
- Grew new member revenue by over \$26,000 despite a constrained economic environment due to the economic impact of the pandemic.
- Increased member exposure through industry-related committee meetings and workshops highlighting specific member projects.
- Successfully implemented the Air Quality and Energy & Water Committees in support of the growing diversity of member-organizations' industries.

### 2023-2024 Key Goals

- Increase engagement on five key policy areas through committee meetings participation, external relationship development, and more impactful outreach.
- Identify avenues to secure funding for climate change adaptation in the region.
- Grow membership to increase advocacy impact by welcoming an additional 15 new members in 2023-24.

The current committee structure, which was revised in 2019, will remain for 2023-24: **Air Quality, Dredging & Beneficial Reuse, Energy & Water, Resilient Transportation, and Sustainable Waterfronts**. Supporting these committees' policy focuses and regulatory interests is our **Government Affairs** committee. The existing committee structure may change in response to the interests and regulatory changes of concern to BPC members.

# COMMITTEE LEADERSHIP

## AIR QUALITY

Amnon Bar-Ilan, *Ramboll*

## DREDGING & BENEFICIAL REUSE

Scott Bodensteiner, *Haley & Aldrich*

Josh Gravenmier, *ERM*

Jan Novak, *Port of Oakland*

## ENERGY & WATER

Melanie Richardson, *Valley Water*

Scott Warner, *BBJ Group*

## GOVERNMENT AFFAIRS

Christian Marsh, *Downey Brand LLP*

Amara Morrison, *Fennemore Wendel LLP*

## RESILIENT TRANSPORTATION

David Carlson, *Jacobs*

Lauren Gularte, *WETA*

## SUSTAINABLE WATERFRONTS

Connie Lee, *Cargill*

Dilip Trivedi, *Moffatt & Nichol*

## ORGANIZATIONAL DEVELOPMENT

Arielle Harris, *Cox, Castle & Nicholson LLP*

## MEMBERSHIP

Brian Cooney, *Marsh Risk Insurance*

Lisa Warner, *ESA*

# 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:** Ane Deister, *HDR Inc.*  
**Vice President:** Anju Wicke, *Geosyntec*  
**Treasurer:** Jaclyn Gnusti, *Anchor QEA*  
**Secretary:** Virginia Demetrios, *Arcadis*

The **BPC Board of Directors** includes over 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. A third of the Board Members' terms expire each year.

BPC's **membership** has grown to over 100 paying member companies and organizations that represent a diverse range of sectors with a shared interest in advancing the economic vitality, environmental sustainability, and resiliency adaptation of the Greater San Francisco Bay and shoreline.

## BPC Staff

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