



# **BAY AREA REGIONAL COLLABORATIVE**

## **Meeting Transcript**



MAY 17, 2024

**BAY AREA REGIONAL COLLABORATIVE**

**FRIDAY, MAY 17, 2024 10:00AM**

**CHAIR, JESSE ARREGUIN:** GOOD MORNING. BEFORE WE START OUR MEETING, I KNOW WE HAVE SOME INTRODUCTORY ANNOUNCEMENTS. I WOULD LIKE TO ASK THE CLERK TO MAKE THOSE ANNOUNCEMENTS.

**CLERK, SARINA SEATON:** THANK YOU. JUST ABOVE THE CONTROL ROOM YOU WILL SEE AN ON AIR SIGN. WHEN THE SIGN IS ILLUMINATED, WE ARE IN SESSION. PLEASE TURN YOUR MICROPHONE OFF WHEN NOT IN USE. BOARD MEMBERS PARTICIPATING BY ZOOM WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE OR DIAL NINE AND YOU WILL BE CALLED TO SPEAK. MEMBERS OF THE PUBLIC PARTICIPATING BY ZOOM SHOULD USE THE RAISED HAND FEATURE OR DIAL NINE. TELECONFERENCE ATTENDEES WILL BE CALLED ON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. THIS MEETING IS WEBCAST ON THE MTC AND ABAG WEB SITES. BECAUSE THERE ARE TELECONFERENCE LOCATIONS ROLL CALL FOR QUORUM AND VOTING ON MOTIONS WILL BE TAKEN. THE BARC GOVERNING BOARD CHAIR ARREGUIN WILL CALL THE MEETING TO ORDER NOW.

**CHAIR, JESSE ARREGUIN:** GOOD MORNING. I'M BERKELEY MAYOR JESSE ARREGUIN, THE CHAIR OF THE BAY AREA REGIONAL COLLABORATIVE GOVERNING BOARD. I WOULD LIKE TO CALL THIS MEETING OF THE BARC



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1 GOVERNING BOARD FOR MAY 17TH, 2024 TO ORDER AND ASK THE CLERK  
2 TO CONDUCT ROLL CALL AND CONFIRM WHETHER A QUORUM IS PRESENT.

3

4 **CLERK, SARINA SEATON:** AHN?

5

6 **EDDIE AHN:** PRESENT.

7

8 **CLERK, SARINA SEATON:** ARREGUIN?

9

10 **CHAIR, JESSE ARREGUIN:** PRESENT.

11

12 **CLERK, SARINA SEATON:** EISEN IS ABSENT. ECKLUND?

13

14 **PAT ECKLUND:** PRESENT.

15

16 **CLERK, SARINA SEATON:** THANK YOU. GIOIA IS ABSENT. HAUBERT?

17

18 **DAVID HAUBERT:** PRESENT.

19

20 **CLERK, SARINA SEATON:** THANK YOU. HURT?

21

22 **DAVINA HURT:** DAVINA HURT, PRESENT.

23

24 **CLERK, SARINA SEATON:** THANK YOU. NOACK IS ABSENT. LOPEZ IS

25 ABSENT. PEDROZA IS ALSO ABSENT. PINE?



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1

2 **DAVE PINE:** PRESENT.

3

4 **CLERK, SARINA SEATON:** THANK YOU. RABBITT IS ABSENT. RAMOS?

5 ABSENT. ROSS?

6

7 **MARK ROSS:** PRESENT.

8

9 **CLERK, SARINA SEATON:** THANK YOU. SPERING?

10

11 **JAMES P. SPERING:** PRESENT.

12

13 **CLERK, SARINA SEATON:** THANK YOU. WASSERMAN?

14

15 **V. CHAIR, ZACK WASSERMAN:** HERE.

16

17 **CLERK, SARINA SEATON:** WE HAVE ACHIEVED QUORUM.

18

19 **CHAIR, JESSE ARREGUIN:** GREAT. THANK YOU VERY MUCH. WE'LL

20 PROCEED NOW TO THE NEXT AGENDA ITEM, ITEM TWO, GOVERNING BOARD

21 ANNOUNCEMENTS THIS IS AN INFORMATION ITEM ARE THERE ANY

22 ANNOUNCEMENTS FROM MEMBERS OF THE BARC GOVERNING BOARD? I

23 DON'T SEE ANY MEMBERS IN THE ROOM OR ON ZOOM. PROCEEDING TO

24 ITEM THREE, THE CHAIR'S REPORT. I DO NOT HAVE A REPORT TODAY

25 OTHER THAN JUST TO CHIANG MY COLLEAGUES FOR BEING HERE THIS IS



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1 AN IMPORTANT MEETING TODAY WHERE WE'RE GOING TO ENGAGE IN A  
2 WORK SESSION WITH OUR CONSULTING TEAM ON AN UPDATE TO THE  
3 BARC'S ORGANIZATION PLAN WHICH HAS NOT BEEN UPDATED IN A  
4 NUMBER OF YEARS AND REALLY IT'S INTENDED TO PROVIDE STRATEGIC  
5 DIRECTION TO OUR AGENCY ABOUT NOT ONLY OUR CURRENT WORK BUT  
6 OUR FUTURE FOCUS SO REALLY APPRECIATE EVERYONE BEING HERE  
7 TODAY. WITH THAT I'LL ASK ARE THERE ANY QUESTIONS OR COMMENTS?  
8 IS THERE ANY PUBLIC COMMENT ON THIS ITEM?

9

10 **CLERK, SARINA SEATON:** THERE IS NO PUBLIC COMMENT.

11

12 **CHAIR, JESSE ARREGUIN:** OKAY. THANK YOU. WE'LL MOVE TO ITEM  
13 FOUR, THE CONSENT CALENDAR WHICH CONSISTS OF TWO ITEMS, 4A,  
14 THE APPROVAL OF THE MINUTES OF MARCH 15th 2024, AND ITEM 4B,  
15 THE APPROVAL OF THE BARC FY '24/'25 OPERATING BUDGET. WOULD  
16 ANYONE LIKE TO PULL AN ITEM OR IS THERE A MOTION TO APPROVE  
17 THE CONSENT CALENDAR?

18

19 **PAT ECKLUND:** I'LL MOVE TO APPROVE THE CONSENT CALENDAR.

20

21 **V. CHAIR, ZACK WASSERMAN:** SECOND.

22

23 **CHAIR, JESSE ARREGUIN:** MOTION BY ECKLUND; SECOND BY WASSERMAN  
24 TO APPROVE THE CONSENT CALENDAR. ARE THERE ANY COMMENTS FROM



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1 THE BOARD ON THE CONSENT CALENDAR? IF NOT, IS THERE ANY PUBLIC  
2 COMMENT OR WRITTEN COMMENTS RECEIVED ON THIS ITEM.

3

4 **CLERK, SARINA SEATON:** NO PUBLIC COMMENT AND NO WRITTEN  
5 COMMENTS RECEIVED ON THIS ITEM.

6

7 **CHAIR, JESSE ARREGUIN:** THANK YOU UNLESS THERE IS DISCUSSION WE  
8 CAN CALL THE ROLL.

9

10 **CLERK, SARINA SEATON:** AHN?

11

12 **EDDIE AHN:** YES.

13

14 **CLERK, SARINA SEATON:** ARREGUIN?

15

16 **CHAIR, JESSE ARREGUIN:** YES.

17

18 **CLERK, SARINA SEATON:** EISEN IS ABSENT. ECKLUND?

19

20 **PAT ECKLUND:** AYE.

21

22 **CLERK, SARINA SEATON:** GIOIA IS ABSENT. HAUBERT?

23

24 **DAVID HAUBERT:** AYE.

25



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1     **CLERK, SARINA SEATON:** HURT?

2

3     **DAVINA HURT:** AYE.

4

5     **CLERK, SARINA SEATON:** LOPEZ IS ABSENT. NOACK? ABSENT. PEDROZA?

6     ABSENT. PINE?

7

8     **DAVE PINE:** YES.

9

10    **CLERK, SARINA SEATON:** THANK YOU. RABBITT? ABSENT. RAMOS?

11    ABSENT. ROSS?

12

13    **MARK ROSS:** AYE.

14

15    **CLERK, SARINA SEATON:** THANK YOU. SPERING?

16

17    **JAMES P. SPERING:** AYE.

18

19    **CLERK, SARINA SEATON:** WASSERMAN?

20

21    **V. CHAIR, ZACK WASSERMAN:** YES.

22

23    **CLERK, SARINA SEATON:** THE MOTION CARRIES.

24



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1   **CHAIR, JESSE ARREGUIN:** GREAT. THANK YOU VERY MUCH. WE HAVE A  
2   BUDGET. SO, WE'LL PROCEED NOW TO OUR MAIN ITEM FOR DISCUSSION  
3   TODAY, WHICH IS ITEM FIVE. THE BARC ORGANIZATIONAL PLAN UPDATE  
4   KICKOFF. AND I WOULD LIKE TO INTRODUCE THIS ITEM. I KNOW VICE  
5   CHAIR WASSERMAN HAS COMMENTS AS WELL. AS YOU KNOW, BARC IS  
6   WORKING WITH BLUEPOINT PLANNING NHA ADVISERS TO ASSIST IN  
7   EVALUATING ITS OVERALL MISSION, PURPOSE, AND STRUCTURE. LAST  
8   TIME THERE WAS AN UPDATE TO THE ORGANIZATIONAL PLAN WAS 2015.  
9   IT'S BEEN NEARLY TEN YEARS, AND OBVIOUSLY THE SCOPE AND FOCUS  
10   OF THE AGENCY HAS CHANGED. WE HAVE NEW PARTNER AGENCIES THAT  
11   HAVE JOINED. WE HAVE REALLY NARROWS OUR FOCUS ON RESILIENCE  
12   AND CLIMATE ADAPTATION AND ADDRESSING CLIMATE CHANGE. SO THIS  
13   -- AND WITH THE SHARED WORK PROGRAM THAT WE HAVE ADOPTED AND  
14   WE'RE WORKING TO IMPLEMENT ACROSS OUR MEMBER AGENCIES, THIS IS  
15   REALLY AN EXCELLENT TIME, I THINK, TO TAKE ANOTHER LOOK AT OUR  
16   FOCUS FOR THE FUTURE. SO, TODAY, OUR CONSULTING TEAM IS HERE  
17   TO SHARE THE PLAN AND PROCESS AND TO INVITE US TO PARTICIPATE  
18   AS WE WORK TOGETHER TO ENSURE THAT OUR ORGANIZATION IS  
19   PREPARED TO ACHIEVE ITS LEGISLATIVE MANDATE AND TO ADAPT TO  
20   CHANGING DEMANDS AND NEEDS. AND, SO, LOOK FORWARD TO AN  
21   ENGAGED AND CANDID CONVERSATION AS WE PROVIDE SOME STRATEGIC  
22   DIRECTION TO OUR CONSULTING TEAM STAFF. WE WANT TO MOVE FAST  
23   AND COMPLETE THIS WORK BEFORE YEAR'S END, AND AS SUCH WE'LL BE  
24   USING OUR GOVERNING BOARD MEETINGS GOING FORWARD AS BENCHMARKS  
25   IN THE PROCESS AND TO PROVIDE STRATEGIC INPUT IN THE





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1 DEVELOPMENT OF THIS PLAN. NOTE THE SEPTEMBER 20TH MEETING WILL  
2 BE EXTENDED TO FACILITATE A RETREAT ON ORGANIZATIONAL OPTIONS,  
3 SO THAT MEETING WILL BEGIN AT 9:30 A.M. AND 12 -- AND IT WILL  
4 END AT 12:30 P.M. AND WE'LL PROVIDE REFRESHMENTS AND WE  
5 ENCOURAGE EVERYONE TO MAKE AN IN-PERSON, IT'S IMPORTANT IN THE  
6 CONVERSATION OUR STAFF WILL FOLLOW WITH SCHEDULING. I'LL TURN  
7 IT OVER TO VICE CHAIR WASSERMAN.

8

9 **V. CHAIR, ZACK WASSERMAN:** THANK YOU VERY MUCH. AS I HAVE HAD  
10 SOME CONVERSATIONS WITH JESSIE AND WITH ALLISON AND OTHERS  
11 OVER THE LAST COUPLE OF MONTHS, AS JESSE SAID, IT'S TIME FOR  
12 US TO TAKE ANOTHER LOOK AT WHAT WE WANT TO ACCOMPLISH. I WANT  
13 TO SET A HISTORICAL CONTEXT TO START WITH. THIS ORGANIZATION  
14 WAS CREATED UNDER A DIFFERENT NAME, THE JOINT POLICY COMMITTEE  
15 -- COMMISSION, ESSENTIALLY, AT A TIME WHEN THE FOUR REGIONAL  
16 AGENCIES WERE NOT COOPERATING VERY MUCH AND IT WAS REALLY AN  
17 ATTEMPT LED SIGNIFICANTLY BY MARK DESAULNIER TO COMPEL US TO  
18 COOPERATE; AND IT'S WORKED. AND IN CERTAIN RESPECTS, IT'S  
19 WORKED SO WELL, THAT THE QUESTION COMES UP, DO WE NEED TO KEEP  
20 DOING THIS. I THINK THERE ARE SOME RECENT ILLUSTRATIONS THAT  
21 WE CERTAINLY DO, BUT THIS IS THE KIND OF THING THAT WE DO NEED  
22 TO TALK ABOUT. I HAVE BEEN AT A COUPLE OF MEETINGS RECENTLY  
23 WHERE THERE WERE DISCUSSIONS ABOUT REGIONALISTS. AND MOST OF  
24 THE PEOPLE WHO SERVE ON BARC AND MOST OF THE PEOPLE, TO BE  
25 FAIR, WHO SERVE ON THE CONSTITUENT AGENCIES ARE REGIONALISTS.



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1 THEY'RE NOT SIMPLY LOOKING AT THEIR OWN JURISDICTIONS; THEY'RE  
2 LOOKING THOSE, OF COURSE, BUT LOOKING BEYOND CROSS-  
3 JURISDICTIONALLY TO SEE HOW WE CAN IMPROVE LIVES OF EVERYBODY  
4 IN THE BAY AREA, ACROSS A WHOLE HOST OF ISSUES. AND IT'S IN  
5 THAT, FOR ME, IT'S IN THAT CONTEXT, HISTORICALLY, WHAT'S GOING  
6 ON NOW. AND ONE OF THE SIGNIFICANT ILLUSTRATIONS OF THE KIND  
7 OF NEED FOR BARC AND WHAT IT CAN DO IS THE WORK ON THE  
8 MEMORANDUM OF UNDERSTANDING THAT IS NOW BEING CONSIDERED BY  
9 THEIR AGENCIES WITH A LOT OF HARD WORK, BY STAFF, OF ALL OF  
10 THE AGENCIES AND SOME OUTSIDE SUPPORTERS, AS WELL BCDC WAS THE  
11 FIRST AGENCY TO APPROVE IT THIS WAY AND IT WILL MOVE BEFORE  
12 ALL THE OTHERS. THAT'S SETTING CONTEXT OF WHAT WE'RE GOING TO  
13 EXPLORE TODAY AND IN COMING MONTHS. IT'S NOT -- WE'RE NOT  
14 SIMPLY LOOKING AT OUR BELLY BUTTON IT'S REALLY LOOKING AT WHAT  
15 THE WORK IS, WHAT IT NEEDS TO BE, AND WHAT IT HAS BEEN. AND  
16 IT'S NOT -- AS JESSIE SAID -- GOING TO TAKE A LONG TIME. WE'RE  
17 GOING MOVE THIS FAST. SO, I WELCOME THIS OPPORTUNITY AND I  
18 HOPE EVERYBODY WILL ROBUSTLY PARTICIPATE.

19

20 **CHAIR, JESSE ARREGUIN:** TO FOLLOW-UP ON THAT, I KNOW WE HAVE  
21 NEW MEMBERS, AND WELCOME MEMBER HURT TO THE BOARD. I KNOW WE  
22 HAVE NEW REPRESENTATIVES FROM THE AIR BOARD AS WELL. THIS IS  
23 OPPORTUNITY TO REFRESH WHAT IS THE LEGISLATIVE MANDATE OF BARC  
24 AND WHAT IS OUR FOCUS AND TO THINK BIG PICTURE ON WHERE ARE WE  
25 GOING. WHAT IS THE BENEFIT OF BRINGING ALL THESE REGIONAL



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1 AGENCIES TOGETHER. HOW CAN WE REALLY NOT JUST REINVENT THE  
2 WHEEL BUT ADD VALUE AND WORK ON HOW WE CAN BETTER COORDINATE  
3 REGIONAL INITIATIVES FOR THE BAY AREA. I'M EXCITED AND  
4 GRATEFUL TO ALLISON FOR HELPING INITIATE THIS PROCESS. WITH  
5 THAT, I WANT TO TURN IT OVER TO ALLISON TO INTRODUCE OUR  
6 PROJECT TEAM.

7

8 **ALLISON BROOKS:** THANK YOU SO MUCH, CHAIR. IT'S PRETTY SIMPLE.  
9 I'M GOING TO INTRODUCE MINDY C FROM BLOOD PRESSURE PLANNING  
10 WHO IS GOING TO GO THROUGH THE CONVERSATION AND INTRODUCE HER  
11 TEAM MEMBERS. WELCOME.

12

13 **MINDY CRAIG:** THANKS, ALLISON. HI EVERYBODY. I'M MINDY CRAIG,  
14 BLUEPOINT PLANNING. EXCITED TO BE HERE. I HAVE BEEN WORKING IN  
15 ENGAGEMENT AND POLICY DEVELOPMENT IN THE BAY AREA FOR 30  
16 YEARS. HAVE HAD OPPORTUNITY TO WORK WITH MANY OF THE FOLKS  
17 HERE IN THE ROOM. REALLY HAPPY TO BE HERE AND TO BE HERE AND  
18 BE PART OF THE BROAD CONVERSATION TODAY. I'M GOING TO MY  
19 COLLEAGUES HERE ON ZOOM. I'M GOING TO GO TO MARK NORTHCROSS  
20 FIRST, AND RANDI, THEN NORA, WHO IS ALSO ON OUR TEAM. MARK?  
21 YOU'RE ON MUTE, MARK.

22

23 **MARK NORTHCROSS:** THANK YOU MINDY. IT'S A PLEASURE TO BE HERE,  
24 PLEASURE TO SEE THIS MEETING GOING FORWARD. I'M A MUNICIPAL  
25 ADVISER, I PUT TOGETHER FUNDING PLANS FOR PUBLIC AGENCIES AND



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1 AS WE ALL KNOW SEA LEVEL RISE ADAPTATION AND OTHER CLIMATE  
2 CHANGE ADAPTATION MITIGATION WORK NEEDS A WHOLE LOT OF  
3 FUNDING. THANK YOU ALL FOR BEING HERE BECAUSE WE NEED A LOT OF  
4 COLLABORATION TO GET SOME GOOD FUNDING HERE THAT'S MY TWO  
5 CENTS ON THIS FOR NOW. THANK YOU, ALL.

6

7 **MINDY CRAIG:** RANDI?

8

9 **RANDI LEE:** I'M RANDI LEE, AND I BRING MULTI-SECTOR EXPERIENCE  
10 AS AN OPERATOR, STRATEGIC PLANNER AND RESEARCHER. I LIVE IN  
11 OAKLAND, AND I REALLY APPRECIATE THAT THIS GROUP ALL COMES  
12 TOGETHER, AS A BAY AREA RESIDENT, AND LOOK FORWARD TO WORKING  
13 WITH YOU.

14

15 **SPEAKER:** NORA?

16

17 **SPEAKER:** I'M NORA BAYLY PROJECT ASSOCIATED AT BLUEPOINT  
18 PLANNING AND I'LL BE HELPING RUN THE PRESENTATION TODAY.

19

20 **SPEAKER:** NORA IS ON IT. IF YOU DROP A NOTE IN THE CHAT SHE  
21 WILL HELP YOU OUT.

22

23 **MINDY CRAIG:** THANK YOU. WHAT WE'RE GOING TO PROVIDE TODAY IS  
24 CONTEXT AND AS I SAID BEFORE THIS IS OPPORTUNITY FOR US TO  
25 HEAR WHERE YOU WANT US TO GO. WE'RE PLANNING TO DO RESEARCH,



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1 EVALUATE, AND HOOK AT DIFFERENT APPROACHES FOR BARC MOVING  
2 FORWARD. BUT THAT NEEDS TO BE FRAMED IN HOW YOU WANT THAT TO  
3 LOOK. SO WE'RE GOING TO PROVIDE SOME CONTEXT SETTING, WE HAVE  
4 TALKED TO MANY OF YOU IN STAKEHOLDER INTRODUCES, WE HAVE DONE  
5 ANALYSIS AND WE JUST WANT TO HEAR FROM YOU, WHERE DOES THAT  
6 LOOK MOVING FORWARD SO WE CAN BE RELEVANT AND ON POINT AS WE  
7 GO THROUGH THAT. AND HOPEFULLY IT'S AN OPPORTUNITY TO BE VERY  
8 FRANK AND VERY BROAD MINDED ABOUT WHAT THAT LOOKS LIKE. RIGHT  
9 NOW WE'RE KIND OF A BLANK SLATE IN SOME WAYS IN TERMS OF WHERE  
10 WE WANT TO GO. SO THAT IS THE OPPORTUNITY HERE. WE'RE GOING TO  
11 USE MENTEE METER. IT'S A TOOL SO WE CAN HAVE ALL OF YOUR INPUT  
12 AS WE GO THROUGH THIS. SOMETIMES IT'S HARD WITH THE HYBRID  
13 SITUATION TO GET EVERYONE'S VOICE. WE WILL ALSO ASK, IN A  
14 COUPLE ROUND OF ROUND ROBIN WHEN WE TALK ABOUT GOALS BUT  
15 EVERYONE WILL HAVE AN EXPANSE IN EVERY SECTION AND TO PROVIDE  
16 FEEDBACK AS WE GO FORWARD. LET'S BRING UP THE SLIDE DECK,  
17 NORA. GREAT. AND IF YOU GO TO THE NEXT SLIDE? AND THOSE WHO  
18 ARE ON MENTEE METER, YOU WILL SEE THE SLIDES WILL GO FORWARD  
19 AND WE'LL LET YOU KNOW WHEN THAT INTERACTION HAPPENS. WE'RE  
20 GOING TO START OFF WITH A QUICK OVERVIEW OF WHAT WE'RE DOING,  
21 PROCESS AND OVERVIEW ON CONTEXT SETTING WHAT ARE THE THINGS WE  
22 NEED TO DO TO START, STOP, AND CONTINUE FOR THE ORGANIZATION  
23 HELPING US FRAME WHERE WE'RE GOING AND FINAL PIECE WILL BE  
24 OPPORTUNITY TO TALK ABOUT WHAT ARE THE GOALS AND SUCCESS  
25 FACTORS FOR THIS PROCESS FOR YOU, WHERE DO YOU WANT US TO



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1 FOCUS AND HOW DOES THAT LOOK AND WE'RE GOING TO USE THOSE  
2 GOALS AND SUCCESS FACTOR TO FRAME HOW WE DEVELOP THOSE  
3 ORGANIZATIONAL MODELS AS WE GO FORWARD. NEXT SLIDE. OUR  
4 OBJECTIVES HERE ARE TO GET FOCUS AND DEEPER DISCUSSION  
5 UNDERSTANDING AREAS OF ALIGNMENT WHAT ISN'T WORKING AND THEN  
6 IDENTIFY GOALS TO INFORM THE DEVELOPMENT OF ORGANIZATIONAL  
7 OPTIONS. LET'S SEE. NEXT SLIDE. I'M GOING TO TURN IT OVER TO  
8 RANDI.

9

10 **RANDI LEE:** SO, AS WE HAVE HEARD ALREADY, THE PURPOSE OF THE  
11 PROJECT IS REALLY TO SET BARC UP FOR SUCCESS TO RECOMMEND THE  
12 BEST WAY FORWARD TO ORGANIZE A FUNDED AND EMPOWERED BAY AREA  
13 BUT ALSO TO FULFILL ITS LEGISLATIVE MANDATE. OVERVIEW OF THE  
14 PROJECT TAKES PLACE IN THREE PHASES 50 PHASE IS CONTEXT  
15 SETTING WHICH IS WHAT WE'RE DOING TODAY MOVE ON TO DISCUSSION  
16 OF DIFFERENT ORGANIZATIONAL MODELS AND FINALLY COME FORWARD  
17 WITH RECOMMENDATIONS. THE TALE COLOR INDICATES TIMELINE  
18 PROJECT IS ORGANIZED AROUND GOVERNING BOARD MEETINGS DONE BY  
19 THE END OF THE YEAR AND WE'LL USE THESE MEETINGS TO MOVE THE  
20 WORK FORWARD. WE'RE GOING TO SPEND THE JULY MEETING GIVEN YOU  
21 AN UPDATE ON ONGOING ENGAGEMENT WE HAVE DONE AND I'LL TALK  
22 ABOUT THE WAY WE'RE GOING TO ENGAGE DIFFERENT AUDIENCES LATER  
23 TODAY. WE'LL TALK IN SEPTEMBER, WE'LL WORK TOGETHER, REVIEWING  
24 THE ORGANIZATIONAL OPTIONS THAT WE HAVE CONDUCTED RESEARCH ON,  
25 AS WELL AS GOTTEN FURTHER INFORMATION FROM STAKEHOLDERS ABOUT



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1 AND THEN IN NOVEMBER COME FORWARD WITH ROAMS AND A PLAN AT  
2 THAT MEETING. NEXT. OUR FIRST MENTEE MEDIA QUESTION. MINDY?  
3  
4 **MINDY CRAIG:** THIS IS JUST TO GET YOU GUYS READY TO GO HERE, SO  
5 IF YOU HAD YOUR WISHES COME THROUGH WHAT ARE ONE OR TWO  
6 REGIONAL ISSUES YOU WISH YOU COULD ADDRESS? SO, IT COULD BE  
7 ANYTHING. IT'S AN OPEN-ENDED QUESTION. YOU CAN JUST TYPE IT  
8 INTO YOUR MENTEE-METER. THOSE IN THE ROOM, SHOULD YOU HAVE A  
9 SHEET LIKE THIS OR YOU CAN USE YOUR PHONE OR TABLET TO GO ON  
10 TO IT. AND HOPEFULLY EVERYONE CAN HAVE IT, AND EVERYONE ON  
11 LINE YOU SHOULD BE ABLE TO DO IT THIS IS TO TEST THE  
12 TECHNOLOGY MAKE SURE IT'S WORKING SO WHEN WE GO FORWARD YOU  
13 WILL BE ABLE TO DO THAT. YOU SHOULD BE ABLE TO TAKE A PICTURE  
14 OF THIS USING YOUR PHONE, SO YOU SHOULD HAVE THAT IN FRONT OF  
15 YOU. IF YOU DON'T ME KNOW ALLISON HAS A FEW SHEETS THERE.  
16 GREAT. THANKS. SOMEONE IS STARTING BIG, CLIMATE CHANGE AND  
17 HOUSING AFFORDABILITY, SMALL THINGS, RIGHT? FOR THOSE OF YOU  
18 ONLINE, IF YOU HAVE ANY PROBLEM NORA IS ABLE TO ANSWER IN THE  
19 CHAT. THERE WE GO. AFFORDABLE HOUSING, CLEAN AIR, TRANSIT  
20 SUSTAINABILITY, JOBS BALANCE HOUSING WE ALLOW SOME REGIONS TO  
21 BUILD COMMERCIAL JOBS WITHOUT HOUSING. MAINTAINING AND  
22 RETAINING LOCAL CONTROL. GREAT. HOPEFUL YOU WILL BE ABLE TO  
23 GET IN, WE'LL GET SOME OF THE OTHER QUESTIONS, I THINK YOU ARE  
24 THERE. FUNDING PLANNING AND IMPLEMENTATION ADAPTING TO RISING  
25 SEA LEVELS HOW TO DEVELOP AND SUPPORT MORE REGIONAL LEADERS.



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1 YEAH. SOME BIG ISSUES THE BAY AREA IS TRYING TO ADDRESS HERE.  
2 ABOUT SIX OF YOU, AND EVEN IF YOU DIDN'T HAVE A BIG HAVE HERE  
3 OR RESPONSES, IF YOU DON'T MIND IF EVERYONE IS PARTICIPATING  
4 THAT WOULD BE GREAT TO MAKE SURE AS WE GO FORWARD WE HEAR YOUR  
5 VOICE OR I SEE YOUR VOICE AS THE CASE MAY BE. EFFORT TO  
6 PROMOTE AWARENESS AND SUPPORT FOR BARC MEMBER AGENCIES ALSO  
7 GIVING LOCAL GOVERNMENT ACCESS GUIDANCE. FANTASTIC. THANKS.  
8 WE'LL KEEP THE TOOL LIVE, KEEP SLIDES GOING FORWARD. NEXT  
9 SLIDE, NORA. OKAY. SO SOME OF THIS STUFF IS OBVIOUS FOR ALL OF  
10 YOU. YOU HAVE BEEN ON THIS FOR A WHILE, PART OF THIS, BUT  
11 WE'RE GOING TO GO OVER BASIC ELEMENTS AROUND THE CONTEXT FOR  
12 BARC. SO TO START OFF THIS, IS YOUR STRUCTURE. WE HAVE A  
13 GOVERNING BOARD THAT IS LARGE, WE ALSO HAVE OUR EXECUTIVE  
14 DIRECTORS WHO ARE NON-VOTING MEMBERS WHO ARE HERE TODAY. THANK  
15 YOU. AND WE HAVE TWO MIGHTY STAFF PEOPLE WHO ARE MANAGING AND  
16 DOING THIS, WHICH IS ALLISON AND JOSH. SO, THAT'S TWO FOLKS  
17 WHO DO ALL THIS WORK, JUST NOTING THAT. NEXT SLIDE. AND WE  
18 WANT TO LOOK AT THIS, WE HAVE ALL THESE GREAT AGENCIES, AND  
19 ONE OF THE QUESTIONS WE'RE ASKING IS WHO IS FOCUSING ON  
20 CLIMATE REGIONALLY. WE HAVE LOTS OF DIFFERENT PLAYERS, WE HAVE  
21 MTC WORKING ON TRANSPORTATION, CCAS ON ENERGY, ABAG ON LAND  
22 USE AND HOUSING, BAAQMD ON POLLUTION AND ADAPTATION AND BARC  
23 BAKE. AND WORKING ON CLIMATE OPTIONS, WHY AREN'T YOU THERE  
24 ZACK? SORRY ABOUT THAT [LAUGHTER] I MISSED MY -- LOOKING AT  
25 WHO ARE THE NINE BAY AREA COUNTIES





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1

2 **SPEAKER:** REGIONAL WATER QUALITY CONTROL BOARD.

3

4 **MINDY CRAIG:** ABSOLUTELY.

5

6 **PAT ECKLUND:** AND I BELIEVE ALSO CITIES AND COUNTIES.

7

8 **MINDY CRAIG:** RIGHT AND LESS REGIONAL BUT A PLAYER ABSOLUTELY  
9 THEY'RE PARTICIPATING HUGELY.

10

11 **PAT ECKLUND:** I GUESS I WOULD DEBATE THAT ISSUE.

12

13 **MINDY CRAIG:** GOOD POINT AND IMPORTANT QUESTION TO Z THIS IS  
14 JUST ONE THOUGHT TO THROW UP ON THE WALL. DEFINITELY OPEN FOR  
15 THOUGHTS ON IT. IF YOU GO TO THE NEXT SLIDE, MOVING FORWARD  
16 ONE OF THE THINGS WE DON'T SEE AS MUCH IS A REGIONAL, AGAIN,  
17 I'M THINKING REGIONAL AS SOMEBODY GOING ACROSS ALL THE NINE  
18 COUNTIES WHO ARE TALKING ABOUT CLIMATE EMISSIONS AS A WHOLE WE  
19 HAVE MTC WORKING STRONGLY ON THE TRANSPORTATION SIDE, WATER  
20 AND SEWAGE ONE OF THOSE AREAS THAT CAME TO THE FORE LAST  
21 SUMMER WHEN WE WERE HAVING ISSUES WITH SOME OF THE WATER  
22 TREATMENT PLANTS ON THE BAY. BIKE AND PED, MTC DOING A LOT NOT  
23 NECESSARILY LOOKING AT-LARGE TRANSPORTATION PEDESTRIAN BIKE  
24 AND BAY TRAIL ASIDE. WILDFIRE, HEAT, DROUGHT, EQUITY,  
25 SOMETHING ALL OF YOU ARE WORKING ON BUT NOT NECESSARY HE AS A



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1 WHOLE THING, AG-LAND SCAPE SCALE THERE IS A LOT OF THINGS THAT  
2 ARE KIND OF, WHEN WE THINK ABOUT CLIMB, WE COULD PUT HEALTH IN  
3 THERE, IT'S A LOT. AND THE REASON I WANT TO PUT IN ALL THIS  
4 IT'S JUST SAYING THAT WE HAVE SO MANY PEOPLE IN THE BAY AREA  
5 WHO ARE WORKING ON SO MANY DIFFERENT ELEMENTS, BUT IS THERE  
6 ANYBODY WHO IS JUST FOCUSING ON CLIMATE REGIONALLY. AND YOU  
7 KNOW, SHOULD THERE BE. IS THERE A CONVENER SOMEBODY THAT  
8 SHOULD BE DOING THAT AND IS THAT A PLACE WHERE BARC IS OR NOT  
9 THAT'S ONE OF THE QUESTIONS WE HAVE BEEN ASKING AND THINKING  
10 ABOUT AS WE STARTED THIS PROCESS THIS IS MERELY JUST A THOUGHT  
11 SLIDE. NEXT. SO ONE OF THE THINGS, AND THIS WAS MENTIONED  
12 EARLIER, YOU HAVE THE SHARED WORKPLAN FROM 2022 AND THE YELLOW  
13 INITIATIVES ARE ADAPTATION FOCUSED MULTI-HAZARD ADAPTATION  
14 PLAN FOR THE REGION AND THAT TECHNICAL ASSISTANCE FOR  
15 ADAPTATION. ON THE MISSION SIDE FOCUSED ON ZERO-EMISSIONS  
16 TRANSIT BUS INFRASTRUCTURE IS WHAT HAS BEEN AGREED UPON AND  
17 THERE IS EXPLORATION OF HOW TO CREATE LOW CARBON HIGH EQUITY  
18 NEIGHBORHOODS THAT'S WHERE THE FOCUS HAS BEEN IDENTIFIED FOR  
19 BARC FOR THAT WORKPLAN. NEXT. AND THEN YOU HAVE BEEN DOING A  
20 LOT OF WORK ALREADY. THIS IS SOMETHING THAT I KNOW IS WORKING  
21 RIGHT NOW WHICH IS THE DRAFT SEA LEVEL RISE AND FLOODING MOU,  
22 SOMETHING WHERE BARC IS REALLY THE CONVENER IN THAT  
23 ENVIRONMENT AND DOING THE COORDINATION ON THAT. AND ALL OF YOU  
24 HAVE DIFFERENT ROLES THERE. NEXT. THERE ARE DIFFERENT KINDS OF  
25 INITIATIVES AND PROJECTS AND WORK THAT BARC IS DOING BACK IN



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1 THE DAY THERE WAS RESILIENCE BY DESIGN WHICH HAS HAD A GREAT  
2 IMPACT AND IS CONTINUING TO BE SOMETHING THAT PEOPLE REFER TO  
3 VERY MUCH MOST RECENTLY THE REGIONAL ASSESSMENT FOR ADAPTING  
4 TO CLIMATE CHANGE THERE IS PIECES AROUND DIFFERENT ADVISORY  
5 GROUPS AND TECHNICAL ASSISTANCE COMMITTEES OUTREACH AWARENESS  
6 EDUCATION PART AND JOB, AND COMMUNICATIONS FUND-RAISING AND  
7 COORDINATION ARE ALL OF THE WORK THAT BARC IS IMPLEMENTING  
8 WITH. AND AS YOU FUNDING THIS EFFORT. THERE IS A \$1.2 MILLION  
9 IS THE BUDGET FOR BARC TO DO THIS WORK. IT IS FUNDED BY ALL OF  
10 YOU, MTC, AND THE AIR DISTRICT ARE ABOUT 35%, AND THEN WE HAVE  
11 BCDC AND ABAG ARE ALSO IN THERE AT ABOUT 15% OF THAT SUPPORT.  
12 AND I KNOW THERE IS DIFFERENT WAYS OF HOW THAT ALL GETS MIXED  
13 IN AND HOW THAT ACTUALLY WORKS AMONGST YOU, BUT THAT'S, SORT  
14 OF, ON PAPER HOW IT LOOKS. I'M GOING TO TURN IT OVER TO RANDI  
15 IN A SECOND. WE JUST HAVE, ONE, A LOT OF DIFFERENT ISSUES AND  
16 CHALLENGES IN THE BAY THAT HAVE LOTS OF DIFFERENT AGENCIES  
17 WORKING ON IT IN DIFFERENT WAYS IN DIFFERENT LEVELS OF DEPTH,  
18 THAT BARC HAS A VERY STRONG WORK PLANNER THAT YOU HAVE ALL  
19 CREATED, WITH THEIR TWO STAFF, AND THEN THE BUDGET TO HELP TO  
20 DO THAT, AND, SO, HOW DO WE NOW ADJUST AND THINK ABOUT THE BIG  
21 IDEAS, I SAW CLIMATE CHANGE, AFFORDABLE HOUSING, TRANSIT, KIND  
22 OF THESE BIG REGIONAL ISSUES, THAT STILL NEED TO BE FIXED AND  
23 ADDRESSED. ALL THOSE PLAYERS, THIS OPPORTUNITY HERE IN TERMS  
24 OF CONVENERS AND COORDINATION, AND A BUDGET, WHAT DO THOSE ALL  
25 LOOK LIKE IF YOU WERE TO MIX THEM ALL TOGETHER AND CREATE THE



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1 IDEAL THING FOR THE TIME WE'RE IN TODAY AND I THINK THAT'S  
2 REALLY THE QUESTION THAT WE'RE ASKING AS WE GO THROUGH THIS  
3 PROCESS, AND, SO, I'M GOING TO TURN IT OVER TO RAND WHOA HAS  
4 BEEN WORKING ON SOME ENGAGEMENT TO GIVE SOME INSIGHT TO WHAT  
5 SHE'S FOUND.

6

7 **RANDI LEE:** THANKS MINDY. ENGAGEMENT WISE, THERE ARE FIVE  
8 ELEMENTS TO IT, IN ORDER TO BRING AS MANY VOICES INTO THIS  
9 PROCESS AS POSSIBLE. THE FIRST ARE ONE-ON-ONE INTERVIEWS, AND  
10 THOSE HAVE BEGUN ALREADY AND I'LL SPEAK ABOUT THEM IN A  
11 SECOND. SECOND IS THIS BOARD MEETING LIKE TODAY THE ONES THAT  
12 WILL FOLLOW AND THE DEEPER DIVE RETREAT THAT WE'LL DO TOGETHER  
13 IN SEPTEMBER. THERE ARE OTHER OPPORTUNITIES FOR AGENCIES IN  
14 THE COMMUNITY THE TO WEIGH IN THROUGH LISTENING SESSIONS AND  
15 AGENCY MEETINGS. THESE ARE GOING TO BE VIRTUAL CALLS OF SMALL  
16 GROUPS WHERE WE SHARE INFORMATION ABOUT THE PROJECT, THE  
17 OPTIONS, WHERE WE ARE, AND GET ADDITIONAL INPUT FROM THE  
18 GROUP, AND, FINALLY, WE'RE GOING TO DO A SURVEY TO BRING EVEN  
19 MORE PEOPLE INTO THE FOLD, AND MAYBE EVEN GET SOME MEANINGFUL  
20 QUANTITATIVE DATA BY CONDUCTING A SURVEY AMONG PARTNERS AND  
21 STAKEHOLDERS. SO THESE ARE THE FIVE DIFFERENT WAYS WE'RE  
22 ENGAGE. IF YOU MOVE TO THE NEXT PAGE, WE HAVE ALREADY BEGUN  
23 THE ONE-ON-ONE INTERVIEWS. AND THOSE ARE TAKING PLACE BETWEEN  
24 THE EXECUTIVE OF THE MEMBER AGENCIES, BOTH VOTING, AND THE  
25 NON-VOTING MEMBERS, SPEAKING TO THE BARC CHAIR AND CO-CHAIR,



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1 AND ALSO SOME FORMER BARC MEMBERS AND PARTICIPANTS, SO THAT WE  
2 CAN GET MORE OF A HISTORICAL CONTEXT FROM SOME PEOPLE WHO HAVE  
3 BEEN AROUND IN THE PAST. I'M GOING TO TALK A LITTLE BIT ABOUT  
4 WHERE WE FOUND AN AGREEMENT, AND ALSO WHERE I'M HEARING SOME  
5 DIFFERENCES. THERE IS PRETTY UNIVERSAL AGREEMENT THAT EVERYONE  
6 BELIEVES THE TIME IS RIGHT DO THIS, FOR THE REASON THE CHAIR  
7 DESCRIBED, EVERYONE IS ON BOARD THAT THIS IS A MUCH NEEDED  
8 EFFORT. AND PEOPLE ARE REALLY LOOKING FOR A CLEAR VISION AND  
9 PURPOSE TO SHOW THE WAY FOR THE NEXT TEN YEARS. AND IT'S, I  
10 BELIEVE THAT THE STRUCTURE WILL PROBABLY NATURALLY FOLLOW ONCE  
11 THAT VISION AND PURPOSE ARE ARTICULATED AND REALIGN ON THEM.  
12 EVERYONE AGREES, NOT SURPRISINGLY, THAT COLLABORATION AND  
13 COMMUNICATION AT THE REGIONAL LEVEL IS GOOD AND IMPORTANT.  
14 HOWEVER, AND AS PEOPLE ARE FLAGGING THE BALANCE OF AGENCY  
15 PARTICIPATION, REPORTING AND FUNDING, THERE JUST SEEMS  
16 SOMETHING -- THAT THERE HAS BEEN ENOUGH CHANGE THAT THEY'RE  
17 ASKING THAT WE TAKE ANOTHER LOOK AT IT. IF YOU THINK ABOUT  
18 THAT BUDGET SLIDE THIS WE JUST SAW, FOR EXAMPLE, THE ABAG  
19 FUNDING ISN'T REALLY SEPARATE FROM MTC ANY LONGER, AS ONE  
20 EXAMPLE OF HOW THE BALANCE HAS CHANGED. AND THEN, FINALLY,  
21 PEOPLE ARE EXCITED FOR THE OPPORTUNITY TO REVISIT, SORT OF,  
22 HOW WE CONVENE AND THE MEETINGS, LIKE THE ONE TODAY, TO SEE IF  
23 THERE IS A WAY TO GET THEM TO BE MORE ENGAGING, POSSIBLY  
24 ACTION ORIENTED. LET'S MOVE ON TO AREAS OF DIFFERENCE. SO,  
25 THERE IS NO CLEAR ALIGNED VIEW ON WHAT BARC'S PURPOSE AND



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1 INTENT IS THAT'S WHY WE'RE HERE TODAY WHY EVERYONE AGREES IT'S  
2 THE RIGHT TIME TO BE DOING IT. SOME PEOPLE WILL SAY, OH, IT'S  
3 THE FORCING FUNCTION FOR US TO COLLABORATE AND COMMUNICATE IN  
4 THE REGION. OTHERS WILL POINT TO THE LONG -- THE REALLY  
5 VALUABLE LONG-TERM VIEW. OTHERS WILL EXPLAIN THE BENEFITS OF  
6 COMING TO THESE MEETINGS AND GETTING THE GREAT INFORMATION  
7 THAT THEY WOULDN'T LEARN ANYWHERE ELSE. BUT FOR SURE THERE, IS  
8 A BIG SPECTRUM AND NOT A CLEAR, CLEAR INTENT, AND THAT'S WORK  
9 WE'LL BE WORKING ON. THE SECOND AREA IS THE DEPTH OF CLIMATE  
10 COVERAGE. SOME PEOPLE I HAVE SPOKEN TO SAY GO DEEPER, JUST  
11 FOCUS ON RESILIENCE, OTHERS SAY, NO, TAKE OUT ALL OF CLIMATE,  
12 AND EVEN SOME HAVE SAID GO BEYOND CLIMATE AND DO EVEN MORE AS  
13 A CONVENER. THEN, EVEN THE ROLE CONVENER, FORUM, LEAD,  
14 IMPLEMENTER, I HAVE HEARD ALL OF THOSE IN TERMS OF WHAT ROLE  
15 BARC SHOULD PLAY, AND ALONG WITH THAT, SORT OF, GOES AN  
16 APPETITE FOR INVESTMENT OF TIME AND RESOURCES, BOTH ON WHAT  
17 PEOPLE FEEL THEY CAN GIVE TODAY, GIVEN OTHER CONSTRAINTS ON  
18 THEIR TIME, AND TIGHT BUDGETS, BUT, ALSO, IN RELATION TO WHAT  
19 CAN BARC DO, RIGHT NOW. IT IS SUCH A SMALL AGENCY, THE  
20 INVESTMENT AND THE ROLE, AND THE INTENT ALL NEED TO HAVE SOME  
21 ALIGNMENT. SO, THOSE ARE THE AREAS OF DIFFERENCE. ARE THERE  
22 ANY QUESTIONS ON THOSE? I KNOW THERE WAS A LOT THERE.  
23  
24 **MINDY CRAIG:** YEAH, SO JUST A CHANCE FOR FOLKS TO HAVE ANY  
25 REFLECTIONS OR, SORT OF, QUESTIONS FOR RANDI AS IN TERMS OF



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1 LIKE WHAT SHE HEARD, BEFORE WE MOVE ON TO THAT, OBVIOUSLY  
2 ONLINE, I CAN'T SEE ALL OF YOU WHO ARE ONLINE, SO, IF YOU HAVE  
3 YOUR HAND UP, OR YOU WANT TO SPEAK OUT, PLEASE DO BECAUSE I  
4 CAN'T SEE ALL OF YOU. IT DOESN'T SOUND LIKE ANYBODY IS  
5 SURPRISED BY WHAT WE HEARD. I'M GOING TO GO ON TO THE NEXT  
6 QUESTION, THINGS WE WANT TO CONTINUE TO DO OR NOT DO. RANDI,  
7 WHY DON'T YOU KEEP ONGOING?

8

9 **RANDI LEE:** ACTUALLY, I THINK -- THE SECTION --

10

11 **SPEAKER:** WE LOOKED AT THE ORGANIZATION PLAN FOR 2015 IT'S A  
12 LONG NARRATIVE SECTION WE STARTED TO BREAK INTO PIECES SO WE  
13 CAN TALK ABOUT THEM AS SEPARATE PIECES AND YOU CAN READ THIS  
14 AS I GO ALONG HERE BUT THE THREE THINGS THAT THIS IDEA THAT  
15 OUR FIRST THING IS TO ADDRESS CROSS-CUTTING ISSUES OF REGIONAL  
16 SIGNIFICANCE WITH THE GOAL OF IMPROVING THE QUALITY OF LIFE  
17 FOR ALL BAY AREA RESIDENTS. THAT'S THE FIRST PART OF OUR  
18 INTENT, REGIONAL ADDRESSING QUALITY OF LIFE FOR ALL BAY AREA  
19 RESIDENT WHICH IS INTERESTING. TWO, IT'S A MECHANISM FOR ITS  
20 MEMBER AGENCIES TO LEARN, EXPLORE, COLLABORATE, INCUBATE, AND  
21 COORDINATE AND COMMUNICATE POLICIES AND BEST PRACTICES TO HELP  
22 ADVANCE COLLECTIVELY AND SING LATERAL. ALSO IT'S A GOVERNING  
23 BOARD OF MEMBER AGENCY COMMISSION REPRESENTATIVES AND  
24 EXECUTIVE DIRECTOR'S GROUP OTHER AND STAFF ACROSS AGENCY WORK  
25 TEAMS. SO, THOSE ARE THE THREE PIECES THAT WE TALKED ABOUT



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1 THAT ARE IN THE ORGANIZATIONAL PLAN, ABOUT HOW BARC IS. SO,  
2 NOW WE'RE GOING TO GO INTO THE MENTEE-METER PIECE AND WE'RE  
3 GOING TO ASK YOU HOW WELL EACH ONE OF THESE THINGS ACTUALLY  
4 REFLECTS THE PURPOSE AND NEED TODAY. SO, THE FIRST ONE IS THIS  
5 ITEM, THE FIRST PIECE WHICH IS ADDRESSING CROSS-CUTTING ISSUES  
6 OF REGIONAL SIGNIFICANCE WITH THE ULTIMATE GOAL OF IMPROVING  
7 QUALITY OF LIFE FOR ALL BAY AREA RESIDENTS. SO SHOULD YOU HAVE  
8 YOUR MENTEE METER STILL AND SHOULD BE ABLE TO NOW DO A LITTLE  
9 VOTING AND SAY NOT WELL OR VERY WELL, AND ANYWHERE ALONG THAT  
10 SPECTRUM. AND, AGAIN, LET US KNOW IF THERE IS A CHALLENGE WITH  
11 THAT.

12

13 **PAT ECKLUND:** ARE THIS MORE GOALS ASSOCIATED WITH THIS IN  
14 LOOKING AT IT, IT'S HELPFUL TO HAVE MEMBER AGENCIES ADDRESS  
15 CROSS-CUTTING ISSUES, ALSO TO HELP STREAMLINE THEIR OWN WORK,  
16 AND TO SEE IF THERE IS WAYS WHERE THE DIFFERENT AGENCIES BEING  
17 WORK TOWARDS THE SAME GOAL.

18

19 **MINDY CRAIG:** UH-HUH THAT'S MAYBE THE NEXT PIECE IS THE  
20 STREAMLINING ONE, YEAH. THAT'S PART OF THE SECOND ELEMENT, A  
21 LITTLE BIT. YOU WILL SEE, THIS IS WHERE WE'RE GETTING A LITTLE  
22 BIT MORE CLEAR, BECAUSE THERE IS SOME POLICY FOCUS AND WE'LL  
23 TALK ABOUT THAT POLICY FOCUS IN A SECOND BUT IN TERMS OF  
24 INTENT THIS, IS REALLY THE HEART OF IT.

25





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1 **PAT ECKLUND:** I GUESS WHERE I HAVE THE ISSUE THOUGH IS WITH THE  
2 ULTIMATE GOAL OF IMPROVING QUALITY OF LIFE FOR ALL BAY AREA  
3 RESIDENTS, IT'S JUST NOT IMPROVING THE QUALITY OF LIFE FOR ALL  
4 BAY AREA RESIDENTS, BUT THERE IS OTHER REASONS WHY IT'S  
5 IMPORTANT THAT WE DO THIS. SO, I JUST -- I GUESS I DIFFER WITH  
6 JUST LIMITING IT TO THE --

7

8 **MINDY CRAIG:** YEAH, AND THAT'S WHY WE'RE HERE, RIGHT, BECAUSE  
9 THIS IS WHAT WE HAVE FROM 2015, SO NEARLY TEN YEARS LATER WHAT  
10 SHOULD WE BE FOCUSING ON. SO LOOKING HERE, I THINK WE KIND OF  
11 HAVE A C MINUS IN TERMS OF HOW THIS FITS ON THE SCALE HERE.  
12 SO, IT DOESN'T SEEM LIKE GREAT. AND THEN FOLLOWING WITH WHAT  
13 PAT, CHAIR ECKLUND SAID, YOU KNOW, THAT'S NOT REALLY -- SEEMS  
14 TO BE AS EFFECTIVE AS WE WOULD LIKE. LET'S GO TO THE NEXT ONE  
15 AND WE'LL DO THE SAME PIECE THIS IS THE MECHANISM MORE TO THAT  
16 IDEA OF STREAMLINING, A MECHANISM WHERE OLD AGENCIES CAN LEARN  
17 ABOUT BEST PRACTICES AND THEN ADVANCE THEM COLLECTIVELY AND  
18 SING LATERAL. SO, HOW IMPORTANT IS THIS TO THE AGENCY OR TO  
19 BARC'S?

20

21 **PAT ECKLUND:** IT'S IMPORTANT. ARE WE SUPPOSED TO BE DOING THIS  
22 STUFF?

23



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1 **MINDY CRAIG:** YES. [LAUGHTER] EXACTLY, AS YOUR COLLEAGUES ARE  
2 PUTTING UP ON THE SCREEN, YOU WILL SEE OTHERS AGREE IT'S VERY  
3 IMPORTANT TO THE TEAM SO FAR.

4

5 **PAT ECKLUND:** OKAY. I WAS NOT AWARE HOW THIS WORKS.

6

7 **SPEAKER:** [INDISCERNIBLE] [OFF-MIC INDISCERNIBLE]

8

9 **PAT ECKLUND:** I KNOW. I THINK I'M OKAY.

10

11 **MINDY CRAIG:** YEAH. SO IT LOOKS LIKE IT'S QUITE IMPORTANT IT  
12 ELECTRONICS LIKE THERE IS OPPORTUNITY TO CONTINUE THIS PIECE  
13 OF THAT INTENT. SO THAT'S GREAT. LET'S GO TO THE NEXT SLIDE.  
14 SO THIS IS THE THIRD PIECE THIS, IS, SORT OF, YOU KNOW, HOW  
15 THIS IS SET UP, SO, YOUR GOVERNING BOARD, MEMBERS AGENCIES,  
16 EXECUTIVE DIRECTORS, IS THIS RIGHT STRUCTURE. AND DOES THIS  
17 DESTRUCTION SERVE ALL OF YOU? AND YOU'RE GOING TO HAVE A  
18 CHANCE ALSO -- AND YOU CAN SPEAK UP, BUT THIS IS A GOOD WAY  
19 FOR US TO GET A GOOD PULSE ON ALL OF IT.

20

21 **V. CHAIR, ZACK WASSERMAN:** SO, A COMMENT. I WOULD ANSWER THIS  
22 QUESTION DIFFERENTLY IF IT'S THE STATUTORY LEADERSHIP, OR THE  
23 PARTICIPATING LEADERSHIP. AND I SUSPECT WE'LL GET TO THAT, IF  
24 NOT LATER TODAY, LATER IN THESE DISCUSSIONS, BUT THE AGENCY  
25 WHO IS HAVE BEEN WELCOMED AND ARE PARTICIPATING, BUT ARE NOT



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1 STATUTORY MEMBERS, I THINK ARE IMPORTANT TO BRING THEM FULLY  
2 TO THE TABLE.

3

4 **MINDY CRAIG:** UH-HUH. AND, SO, ZACK, IF I CAN READ INTO THAT,  
5 THAT'S MAYBE THE POSSIBILITY OF EXPANDING WHO IS ACTUALLY AT  
6 THE TABLE, AS IT WERE?

7

8 **V. CHAIR, ZACK WASSERMAN:** RIGHT. WE'RE IN THIS SITUATION WHERE  
9 THEY ARE AT THE TABLE, BUT THEY ARE NOT STATUTORILY VOTING  
10 MEMBERS, AND THEY'RE NOT FINANCIALLY CONTRIBUTING MEMBERS.

11

12 **MINDY CRAIG:** UH-HUH. KEY TWO PIECES. SO, YEAH, MEH, AGAIN, ON  
13 THIS PIECE. IT SEEMS LIKE THERE IS OPPORTUNITIES ON BOTH THE  
14 INITIAL PART, WHICH IS THE WHERE DO WE ADDRESS AND HOW DO WE  
15 DO THAT AS WELL AS THIS, THE IDEA THAT AS A REGIONAL  
16 ORGANIZATION THERE IS BENEFIT IN COLLABORATION AND TALKING TO  
17 EACH OTHER AND LEARNING FROM ONE ANOTHER THAT SEEMS TO BE VERY  
18 IMPORTANT. NEXT ONE. AND THIS IS SOMETHING I WELCOME YOU TO  
19 WRITE THIS IN IF YOU LIKE, I ALSO WELCOME ANYBODY WHO WANTS TO  
20 JUST SPEAK UP ABOUT THIS, IN TERMS OF WHAT ELSE IS MISSING  
21 FROM THIS INTENT, LIKE, IF, YOU KNOW, WE'RE NOT SO EXCITED  
22 ABOUT THE INITIAL PIECES, WHAT WOULD MAKE THIS MORE EFFECTIVE?  
23 WHAT IS THE RIGHT INTENT FOR THE AGENCY? OR FOR THE  
24 COLLABORATION. AND I'LL JUST READ AGAIN WHAT THAT INITIAL ONE  
25 WAS, BECAUSE I THINK IT WAS IMPORTANT HERE WHICH IS THIS IDEA



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1 OF WHEN WE HAVE IS A CONSORTIUM OF MEMBER AGENCIES TO COME  
2 TOGETHER AND ADDRESS CROSS-CUTTING ISSUES OF REGIONAL  
3 SIGNIFICANCE IMPROVING QUALITY OF LIFE FOR ALL BAY AREA  
4 RESIDENTS THAT'S SUPER BROAD IS THAT GOOD TO BE SUPER BROAD OR  
5 DO WE WANT TO BE MORE SPECIFIC IN TERMS OF WHAT THAT ACTUALLY  
6 IS IN TERMS OF OUR INTENT OR DOES THAT BROADNESS -- IT DIDN'T  
7 SEEM LIKE PEOPLE WERE VERY EXCITED ABOUT THAT. OKAY. GREAT.  
8 SO, ADDING AGENCIES AND ORGANIZATIONS THAT WORK IN THIS FIELD,  
9 SO BROADENING THE COLLABORATION. UH-HUH, MAKING CALTRANS AND  
10 WATER BOARD CONSERVANCY BE FINANCIALLY CONTRIBUTING MEMBERS.  
11 GREAT. PORTAL PUBLIC AGENCY, ACCESS INITIATIVES AND UNDERSTAND  
12 THEM: I'M CURIOUS ON THAT ONE, I'M NOT SURE -- SOMEBODY WHO  
13 WROTE THAT, CORE IS THE BARC WEB SITES WHEN YOU THINK ABOUT  
14 PORTAL IS IT JUST MAKING SOMETHING MORE EASILY ACCESSIBLE? I  
15 DON'T KNOW, IF SOMEBODY WHO WROTE THAT COULD ADD TO THAT FOR  
16 ME? GOOD ADDING RELEVANT CBOS NON-PROFITS DUPLICATING EFFORTS  
17 AND ISSUES IN AREAS SHARE COSTS AND DETERMINE GAPS. MAYBE  
18 TAKING THAT ONE PIECE THAT'S, SORT OF, MAYBE PART OF THIS WORK  
19 WHICH IS TO HELP COULD WHAT ARE THOSE GAPS AND WHERE ARE THERE  
20 DUPLICATIONS SO THAT CAN BE USEFUL. GREAT. AWARENESS. SO JUST  
21 ANSWERING THE QUESTION ABOUT THE PORTAL, MORE AWARENESS AND  
22 ACCESSIBILITY ON THAT PORTAL. WE HAVE LOST FOCUS ON WHO WE ARE  
23 AND ARE TRYING TO SERVE. DOES ANYBODY WANT TO, SORT OF, I  
24 THINK IMPROVING THE BAY AREA'S QUALITY OF LIFE IS SUCH A BIG  
25 LIFT DOES ANYONE WANT TO ADD, PAT MAYBE YOU START WITH THIS,



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1 WHAT SHOULD WE BE FOCUSING ON? WHAT IS THE PURPOSE HERE THAT  
2 BARC SHOULD GO GOING FOR? AND I --

3

4 **JAMES P. SPERING:** THIS IS JIM SPERING, I'M THE ONE THAT PUT  
5 THAT LOST FOCUS, WE'RE TRYING TO SERVE, WE ARE ALWAYS  
6 DISCUSSING THESE LOVELY ISSUES AND EVERYTHING WE HAVE LOST  
7 SITE OF THE GAP THAT'S GROWING BETWEEN HAVES AND HAVE NOTS IN  
8 CALIFORNIA. EVERYBODY IN THIS CONFERENCE HERE, RIGHT NOW, IS  
9 GETTING 5- TO \$6 FOR A GALLON OF GAS. IT'S AN ANNOYANCE; WE  
10 CAN AFFORD IT. BUT THERE IS A HELL OF A LOT OF PEOPLE THAT  
11 CAN'T, AND COST OF GAS, FOOD, IT GOES ON AND ON. AND WE DON'T  
12 SEEM TO WANT TO ADDRESS THAT TYPE OF ISSUE. WE'RE TRYING TO  
13 CLEAN UP THE AIR FOR PEOPLE WHO ARE STRUGGLING JUST TO FEED  
14 THEIR FAMILY. I THINK THERE HAS GOT TO BE MORE DISCUSSION ON  
15 HOW DO WE DEAL WITH THAT ISSUE. IT JUST CAN'T BE FOR THE  
16 WEALTHY IN CALIFORNIA AND PEOPLE THAT ARE STRUGGLING ARE LEFT  
17 BEHIND, AND I THINK THAT'S AN IMPORTANT PIECE THAT BARC SHOULD  
18 BE ADDRESSING.

19

20 **MINDY CRAIG:** RIGHT. AND DO YOU THINK, JIM, AND IN THAT, SO, IS  
21 IT A CLIMATE IN THAT? OR IS IT BIGGER? IT'S MORE, AS IT COVERS  
22 EVERYTHING?

23

24 **JAMES P. SPERING:** YOU KNOW, CLEAN AIR AND THE CLIMATE IS  
25 IMPORTANT TO ALL OF US, BUT YOU CAN'T DO IT AT THE EXPENSE OF



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1 ONE WHOLE CLASS OF CITIZENS IN CALIFORNIA. YOU KNOW? I THINK  
2 WE CAN DO BOTH. BUT, YOU KNOW, THE ECONOMIC IMPACT OF SOME OF  
3 THE POLICIES THAT WE HAVE WHERE IT'S -- IT'S EITHER MOVED  
4 INDUSTRIES, CLOSED INDUSTRY, THAT HAS AN IMPACT ON A LOT OF  
5 THESE LOW-INCOME AND DISADVANTAGED COMMUNITIES. AND WE DON'T  
6 SEEM TO MITIGATE THAT. AND, SO, I THINK THERE HAS TO BE SOME  
7 DISCUSSION ABOUT THE DECISIONS WE'RE MAKING AND THE IMPACT  
8 IT'S HAVING ON THAT GROUP OF PEOPLE IN THIS STATE.

9

10 **MINDY CRAIG:** UH-HUH.

11

12 **MARK ROSS:** THIS IS MARK ROSS. SO, I'M THE ONE THAT WROTE ABOUT  
13 ACCESSIBILITY AND ENHANCEMENT AWARENESS AND BRANDING. TAKE THE  
14 INSTANCE, TO FOLLOW UP ON JIM'S STATEMENT HERE, SAY YOU ARE A  
15 PROPERTY MANAGER, OR A RESIDENT OF LOW-INCOME, FOURPLEX,  
16 EIGHTPLEX, APARTMENT BUILDING, AND YOU HAVE GOTTEN ACCESS TO  
17 ELECTRIC VEHICLES NOW, BECAUSE OF THE SECONDARY MARKET, AND  
18 THE TERTIARY MARKET HAS ALLOWED PEOPLE TO BUY THESE HAND ME  
19 DOWN ELECTRIC VEHICLES; YOU WOULD LOVE TO HAVE ONE. BUT YOU  
20 DON'T HAVE ANY WAY OF CHARGING IT IN YOUR LOW-INCOME FOURPLEX,  
21 EIGHTPLEX, WHAT HAVE YOU. WHO DO YOU CONTACT? MOST PEOPLE  
22 DON'T HAVE ANY IDEA WHO THEY WOULD CONTACT TO GET A CHARGER, A  
23 GRANT FOR A CHARGER, OR A CHARGER PLACE IN THEIR LOW-INCOME  
24 NEIGHBORHOOD. SOME TYPE OF BRANDED PORTALS THAT THIS IS THE  
25 GROUP, THIS IS THE AREA -- THE PEOPLE THAT YOU WOULD CONTACT



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1 TO DIRECT YOU TO WHO COULD PROVIDE THAT ACCESSIBILITY TO A  
2 CHARGER. AN EXAMPLE -- THAT'S -- AND, SO, WE ARE KIND OF  
3 OVERLOOKING THE COMMON FOLK. HOW DO THEY ACCESS THIS EFFORT  
4 HOW DO THEY PARTICIPATE? THEY DON'T KNOW WHO BCDC IS THEY  
5 MIGHT KNOW WHO THE AIR DISTRICT IS BUT THEY WOULDN'T PUT 2 AND  
6 2 TOGETHER.

7

8 **MINDY CRAIG:** THAT'S REALLY INTERSTATE IT'S INTERESTING BECAUSE  
9 OF EACH AGENCY HERE AT THE TABLE HOW MUCH TIME AND THOUGHT IS  
10 GOING INTO THE EQUITY AS PART OF YOUR WORK BUT IT'S A BIG  
11 ISSUE IN CREATING OPPORTUNITY TO ADDRESS THAT IN A MORE  
12 COHESIVE WAY. SO THAT'S AN INTERESTING THOUGHT. CURIOUS, HERE  
13 IN THE ROOM, ANYBODY WANT TO ADD TO SOME OF THESE THINGS ABOUT  
14 WHERE BARC SHOULD BE GOING AND WHAT ARE THE -- WHAT --  
15 OBVIOUSLY WE DON'T HAVE TO HAVE THE ANSWER TODAY BUT SOMETHING  
16 YOU FEEL LIKE IN YOUR GUT TODAY THAT YOU FEEL NEEDS TO BE  
17 ADDRESSED. I SEE ON THE SCREEN, SO, FUNDING TO HELP CITIES AND  
18 COUNTIES SOLVE ISSUES AT THE LOCAL LEVEL. SO THAT'S, SORT OF,  
19 A DIFFERENT APPROACH IS LOOKING AT HOW, AS A REGIONAL  
20 COLLABORATIVE YOU WOULD THEN, SORT OF, GET TO THE CITIES, AND  
21 IT CAN BE PART OF THE EQUITY PIECE. FACILITATING HOW AGENCY  
22 MEMBERS CAN HELP EACH OTHER ACHIEVE THEIR OBJECTIVES. THAT'S  
23 ALMOST LIKE A PEER COUNSELING CAPABILITY AS EACH ONE OF YOU  
24 ARE TRYING TO GO THROUGH CERTAIN THINGS HOW YOU CAN WORK  
25 TOGETHER ON THAT. ANYONE ELSE WANT TO ADD ANYTHING MORE? YES?



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1

2 **DAVINA HURT:** YES, I'M JUST LISTENING TO THE DIFFERENCE  
3 COMMENTS THINK AND BY THE TIME DIRECTION WHERE WE ARE RIGHT  
4 NOW AND THAT'S HUGE TRANSFORMATION, ENERGY TRANSFORMATION, AND  
5 I THINK ABOUT INDIVIDUALS IN OUR DIFFERENT COMMUNITIES HAVING  
6 A TOUGH TIME GETTING THROUGH THIS TRANSITION WITH ALL OF THIS,  
7 I THINK ABOUT THE AREAS THAT THEY GO TO SAFETY NET  
8 ORGANIZATIONS FOR, AND IT'S HOUSING, AND IT'S TRANSPORTATION  
9 NEEDS, AND I DON'T KNOW IF THESE THINGS ARE NOT ALREADY  
10 HAPPENING, BUT I'M WONDERING, AGAIN, I ADDED TO THE PIECE OF  
11 FINDING THE GAPS, BECAUSE WE'RE IN THIS TRANSITION, BECAUSE  
12 WE'RE DOING BIG THINGS, WHERE WE ARE LOSING PEOPLE AND HOW CAN  
13 WE ENSURE THAT WE ALL LEAN IN WHERE WE CAN, WHATEVER AREA THAT  
14 WE'RE IN, SO THAT THOSE GAPS DON'T FORM AND WE LEAVE PEOPLE  
15 BEHIND.

16

17 **MINDY CRAIG:** YEAH, THAT'S GREAT. AND I THOUGHT I SAW SOMETHING  
18 IN THE HIGHER PART OF THIS THAT'S GONE AWAY, AND I'M CURIOUS,  
19 BECAUSE I THINK THERE IS NO QUESTION THAT WE AS A  
20 CIVILIZATION, AS AN ORGANIZATION, SORT OF, AS A REGION, ARE IN  
21 THAT TRANSFORMATION, I'M CURIOUS IF WE KNOW WHAT'S IN BETWEEN  
22 THE TWO. AND MAYBE THIS IS PART OF IT. WE KNOW WHERE WE ARE  
23 TODAY WE KNOW WHERE WE'RE TRYING TO GET TO; IT'S A LITTLE  
24 MUDDY IN BETWEEN.

25





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1   **DAVINA HURT:** IT ALMOST FEELS LIKE INFRASTRUCTURE, SETTING THE  
2   STAGE AND THE FOUNDATION SO THAT THESE THINGS CAN TAKE PLACE,  
3   WHETHER IT BE ENERGY, FUNDING, WHETHER IT BE THE ELECTRIC  
4   CHARGING, THE INFRASTRUCTURE, PUBLIC TRANSIT MAKING SURE THAT  
5   EVERYBODY CAN REACH WHEREVER THEY'RE LOCATED IN THE MAJOR HUBS  
6   AND TRANSPORTATION CORRIDORS TO ME IT'S THE INFRASTRUCTURE  
7   PIECE WE SHOULD BE TALKING ABOUT TO ENSURE THAT IT HAPPENS  
8   EFFICIENTLY AND SEAMLESSLY.

9

10   **MINDY CRAIG:** THANK YOU. DID I HEAR ANYBODY ELSE? WANT TO ADD  
11   ANY MORE TO THAT? GREAT. LET'S GO TO THE NEXT SLIDE. THAT WAS  
12   ON THE KIND OF INTENT OF THE ORGANIZATION AND YOU WILL HEAR  
13   MORE ABOUT THAT. WE'LL BE COMING BACK TO THIS. BUT THE OTHER  
14   PIECE IN THE ORGANIZATION PLAN IS YOUR FOCUS. AND, SO, THE  
15   FOCUS IS ON, YOU KNOW, RECOGNITION THAT EACH OF THE REGIONAL  
16   AGENCIES IS DEEPLY ENGAGED IN THAT WORK ON MITIGATING CLIMATE  
17   CHANGE AND MAKING THE BAY MORE RESILIENT AND THIS WORK IS TO  
18   PROVIDE CLEAR DISTINCTIONS AMONG THE DIFFERENT GOALS AND  
19   RESPONSIBILITIES OF THE AGENCIES IN RELATION TO CLIMATE  
20   FOSTERS LINKAGES BETWEEN REGIONAL STATE FEDERAL AND OUTCOMES  
21   AND COHERENT MANNER TO REGIONAL STAKEHOLDERS, SO THAT'S WHAT  
22   THIS, SORT OF, AGAIN THE POLICY FOCUS IS DESIGNED TO BE IN THE  
23   2050 PLAN AND JUST SEE HOW THIS RESONATES AND I THINK WE  
24   ALREADY KNOW MAYBE IT'S THE FOUR AGENCIES THAT WAS ONE THING  
25   THAT'S CLEAR WE'RE GOING TO HAVE THE SAME OPPORTUNITY AS A



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1 MENTEE-METER TO GO INTO THAT IN A SECOND. NEXT SLIDE. IF YOU  
2 HAD A CHOICE AMONG THESE AND YOU COULD DO OTHER AND WE WILL  
3 HAVE A CHANCE TO SAY WHAT OTHER MIGHT BE, SHOULD THE AGENCY  
4 COORDINATE AROUND CLIMATE CHANGE MITIGATION REDUCING  
5 GREENHOUSE GASSES, CLIMATE ADAPTATION, WHICH IS MORE  
6 RESILIENCY, SEA LEVEL RISE, EXTREME HEAT. EVERYTHING RELATED  
7 TO CLIMATE? ONLY FOCUS ON PARTICULAR PROJECTS INITIATIVES,  
8 SIMILAR TO WHAT'S GOING ON RIGHT NOW, IN SOME WAYS, OR SOME  
9 OTHER APPROACH. IMMEDIATELY, WE HAVE OUR DICHOTOMY. WHICH IS  
10 IMPORTANT. WE HAVE THE PEOPLE FOCUSING ON SOME, AND SOME WHO  
11 SAY ON EVERYTHING. THIS IS A GOOD PLACE WHERE WE START TO FIND  
12 SOME ALIGNMENT. IT WOULD BE BORING IF EVERYBODY AGREED ON  
13 EVERYTHING. OKAY. I HAVE FOUR OF YOU GUYS SAYING YOUR  
14 THOUGHTS. WE NEED THE REST OF YOU. SO, I THINK AS WE GO  
15 THROUGH THIS PROCESS, AND I'M GOING TO BE CURIOUS ON, YOU  
16 KNOW, THOSE TWO DIFFERENT PIECES, HAVE DIFFERENT, PROBABLY  
17 IMPLICATIONS, I MEAN YOU COULD HAVE LARGE PROJECTS AND LARGE  
18 INITIATIVES THAT COST LOTS OF STAFF AND LOTS OF OTHER THINGS  
19 BUT CERTAINLY ALL THINGS RELATED TO CLIMATE IS NOT A SMALL  
20 TASK EITHER. SO, WHAT ARE SOME IMPLICATIONS IF WE GO ONE OR  
21 THE OTHER. DOES ANYBODY WANT TO ADD THEIR THOUGHTS VERBALLY TO  
22 ANY OF THIS? I'M GOING TO ASK WHAT THE OTHER IS IF A SECOND.  
23 WE HAVE MORE, A BIT OF A HIGHER NUMBER OF PEOPLE THAT FOCUS ON  
24 PARTICULAR PROJECTS AND INITIATIVES RATHER THAN TRYING TO BE  
25 ALL THINGS RELATED TO CLIMATE.



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1

2 **V. CHAIR, ZACK WASSERMAN:** I WOULD BE INTERESTING -- THAT WAS  
3 NOT ONE OF MINE. I'M ON THE THREE. IT SEEMS TO ME IN TERMS OF  
4 BOTH HISTORY AND A LOT OF WHAT WE HAVE DONE, BARC AND TRYING  
5 TO COORDINATE THESE AGENCIES, AND MAKE THINGS SMOOTHLY, HAS  
6 FOCUSED PRIMARILY ON WHAT I WOULD CALL POLICY AREAS. WE HAVE  
7 CERTAINLY LOOKED AT PARTICULAR TYPES OF PROJECTS AS PART OF  
8 THAT AND HOW THAT FITS IN THAT PART OF THE INFORMATION. BUT  
9 SHIFTING TO A PROJECT ORIENTED FOCUS FOR THE ACTIVITIES, I --  
10 I'M NOT SURE HOW THAT FITS, AT LEAST WHAT HAS BEEN OUR OVERALL  
11 PURPOSE.

12

13 **MINDY CRAIG:** I THINK THAT POLICY -- I THINK YOU HIT A POLICY  
14 IN THERE AS WELL, IT MIGHT BE PROJECT INITIATIVE OR POLICY  
15 WOULD BE APPROPRIATE CHANGE TO THAT. I DON'T THINK IT REALLY  
16 MEANS NOT DOING POLICY. BUT I THINK INITIATIVE IS A POLICY  
17 INITIATIVE, AND SHORTHAND, SO, YEAH, I THINK IT COULD BE BOTH.

18

19 **PAT ECKLUND:** THAT'S WHY I DID NOT SELECT ALL THINGS RELATED TO  
20 CLIMATE. BECAUSE THEN THAT WOULD BE POSSIBLY DUPLICATING WHAT  
21 OTHER AGENCIES ARE DOING IT. WHEREAS, I THINK BARC'S ROLE IS  
22 REALLY TRYING TO FILL THE GAPS BETWEEN THE DIFFERENT  
23 ORGANIZATIONS, AND ALSO JUST TRYING TO, YOU KNOW, THREAD  
24 THROUGH THE DIFFERENT ORGANIZATIONS TO TRY TO BRING THEM ALL,



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1 AND COORDINATE -- AND HAVE A STRONGER COORDINATION AND  
2 STRONGER STRENGTH TO TRY TO AFFECT CHANGE.

3

4 **MINDY CRAIG:** OBVIOUSLY FILLING THE GAPS IS IMPORTANT, DO YOU -  
5 - IS THERE CONSENSUS ABOUT WHAT THOSE GAPS ARE? IS THAT A  
6 MISSING PIECE OF THE PUZZLE? YEAH, I'M SEEING THAT WE'RE NOT  
7 QUITE SURE WHAT THAT MIGHT NOT BE. CHAIR?

8

9 **DAVINA HURT:** I WAS GOING TO ADD, I HAD ACTUALLY HIT THE OTHER,  
10 THAT WAS ME. AND THE WAY I WAS THINKING ABOUT IT IS, LIKE, WHO  
11 -- OR WHO DO WE WANT TO BE IN THIS WORLD, KIND OF ATTITUDE,  
12 LIKE, WHAT DO WE WANT THIS REGION TO BE KNOWN FOR, AND WHAT'S  
13 THE POLICY THAT CREATES THAT WORLD, AND WHAT'S THE BEST WAY TO  
14 IMPLEMENT IT, AND AMONGST US WHO IS THE BEST WAY TO CARRY IT,  
15 WHO IS THE BEST AGENCY TO CARRY IT. SO, IT'S MORE THAN JUST  
16 CLIMATE, TO ME. IT'S ALSO EQUITABLE, AN INCLUSIVE AND AN  
17 EQUITABLE ENVIRONMENT, AND HOW WE TAKE ALL OF OUR AGENCIES TO  
18 ENSURE THAT HAPPENS AND THEN TALK ABOUT THOSE POLICIES.  
19 BECAUSE MAYBE WE DON'T ALL AGREE AND IF NOT HOW DO WE NOT WORK  
20 AGAINST ONE ANOTHER BUT WITH ONE ANOTHER TO CREATE A LIVABLE  
21 SAN FRANCISCO BAY AREA.

22

23 **MINDY CRAIG:** YEAH. WHAT I'M HEARING, IF I'M RIGHT, IT'S ALMOST  
24 AS IF YOU START WITH BARC, RATHER THAN END THERE. THAT YOU  
25 ACTUALLY COME TOGETHER TO COME UP WITH ALMOST LIKE A REGIONAL



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1 WORKPLAN FOR AND EVERYBODY, THEN YOU SAY WHO CAN ACTUALLY DO  
2 ALL THESE PIECES, AND THEN, YOU KNOW, HOW THAT HELPS TO, SORT  
3 OF, GET ROLES AND RESPONSIBILITIES AND CLARITY AND  
4 COORDINATION ACROSS THE REGION. RATHER THAN EVERYONE IS DOING  
5 THEIR THING AND THEN, OH, WHAT IS AT THE BOTTOM THERE THAT  
6 BARC SHOULD BE FILLING IN; IS THAT A FAIR? SORT OF?

7

8 **DAVINA HURT:** THAT'S JUST A PIECE. BUT I AM A NEW MEMBER, MAYBE  
9 WITH A DIFFERENT LENS.

10

11 **MINDY CRAIG:** YEAH, YEAH, THAT'S GOOD.

12

13 **PAT ECKLUND:** I DO NOT NECESSARILY THINK BARC SHOULD HAVE THE  
14 OVERALL WORKPLAN. KIND OF, I THINK THAT BARC IS THE  
15 OPPORTUNITY TO TRY TO THREAD THROUGH ALL THE DIFFERENT  
16 AGENCIES, AND TIE THEM ALL TOGETHER.

17

18 **MINDY CRAIG:** UH-HUH.

19

20 **PAT ECKLUND:** AND ON THINGS WHERE THERE IS COMMENTS SO THAT YOU  
21 COULD POSSIBLY MAXIMIZE THE USE OF EACH OF THE ORGANIZATIONS  
22 TO ACHIEVE THE END RESULT, REDUCE RESOURCES THAT EACH OF THE  
23 AGENCIES ARE USING. THERE IS NO NEED TO DUPLICATE. SEE IF  
24 THERE ARE THINGS THAT WE CAN COLLABORATE ON TOGETHER TO WORK  
25 TOWARDS THE SAME OBJECTIVE, WITH OUR DIFFERENT



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1 RESPONSIBILITIES. SO, I THINK THAT BARC SERVES A VERY -- CAN  
2 SERVE A VERY UNIQUE ROLE, AND I THINK THAT ONE OF THE THINGS  
3 THAT SCARCE THE LIVING DAY LIGHTS OUT OF ME IS IF BARC WERE TO  
4 TAKE OVER ANY OF THE REGULATORY RESPONSIBILITIES, I DON'T  
5 THINK THAT'S APPROPRIATE AT ALL.

6

7 **MINDY CRAIG:** YEAH.

8

9 **PAT ECKLUND:** BECAUSE THEY DON'T NECESSARILY HAVE THE EXPERTISE  
10 OR KNOW NECESSARILY WHAT WAS INTENDED. ANYWAY, JUST SOME  
11 THOUGHTS AS A FORMER REGULATOR FOR A LONG TIME.

12

13 **MINDY CRAIG:** I'M CURIOUS, FROM THE MTC PERSPECTIVE, FROM THE  
14 TRANSPORTATION WORLD, WHAT ARE YOUR THOUGHTS ON THIS?

15

16 **EDDIE AHN:** BEING RELATIVELY NEW TO BARC, I, MYSELF, HAVE BEEN  
17 THINKING THROUGH THE INTERSECTION OF RESOURCES AND CLIMATE  
18 CHANGE AND HOW -- IT'S NOT CLEAR TO ME WHETHER BARC IS ABLE TO  
19 EVEN DIRECT, FOR INSTANCE, MTC, TO SHIFT RESOURCES TO CLIMATE  
20 ADAPTATION PROJECTS, WHICH, THERE ARE WORKING GROUPS BASED ON  
21 THIS THAT CHAIR WASSERMAN HAS BEEN A PART OF, THAT I HAVE ALSO  
22 BEEN TRACKING. BUT ON THIS QUESTION OF PROCESS HOW BARC  
23 FOCUSES ON POLICY, I ENDED UP PICKING ONLY FOCUSED PROJECTS OR  
24 INITIATIVES MY OWN PERSONAL INTEREST IS AROUND CLIMATE CHANGE.

25



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1 **SPEAKER:** I WOULD ADD I AM CONCERNED ABOUT THAT TOO, I WANTED  
2 TO CHECK ALL THINGS RELATED TO CLIMATE BUT I'M ABOUT CAPACITY  
3 AND WHAT REALISTICALLY CAN BARC DO.

4

5 **MINDY CRAIG:** UH-HUH. ANY OTHER THOUGHTS BEFORE WE MOVE ON TO  
6 THE NEXT ONE?

7

8 **SPEAKER:** YEAH I'M ONE OF THE FIVE PROJECTS FOCUS INITIATIVES  
9 THAT'S AN AREA THAT ALMOST FORCES TO US WORK CLOSER TOGETHER  
10 AS WE SUPPORT AND MOVE PROJECTS FORWARD, AND I THINK IT'S ON  
11 THE PROJECT DELIVERY SIDE WHERE THE PUBLIC CAN SEE THAT THESE  
12 ARE CHANGES OF SIGNIFICANCE. SO THAT'S WHY I SELECTED THEM.

13

14 **MARK ROSS:** AND THIS IS MARK ROSS, AND I WANT TO GO BACK TO MR.  
15 WASSERMAN'S COMMENT ABOUT WHEN THE JPC WAS THE FORMED, AND WHY  
16 IT WAS FORMED TO CREATE THE COMMUNICATION WHICH WAS VERY ROUGH  
17 BACK AT THE. BUT AS WE HAVE NOTED, IT'S IMPROVED GREATLY, AND  
18 I HAVE A PROFESSIONAL -- I HAVE A BELIEF THAT THE  
19 PROFESSIONALISM OF THE AGENCIES WILL CONTINUE. THAT THEY WILL  
20 CONTINUE TO COMMUNICATE. I THINK THAT'S A PRETTY BASIC  
21 EXPECTATION, AND THAT THEY WILL BE AWARE OF WHAT POLICIES THAT  
22 THEY'RE PROMULGATING, HOW THEY INTERACT OR INTERSECT WITH  
23 CLIMATE GOALS. AND, SO, AGAIN, MY VIEW OF WHAT BARC SHOULD BE,  
24 SHOULD BE A PORTAL OR A CLEARING HOUSE TO GO AND CHECK, OKAY,  
25 THIS IS FIRST STEP, TO SAY HOW DOES THAT INTERSECT WITH THE



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1 BAY AREA'S CLIMATE GOALS. THAT'S KIND OF WHY I SAID ALL THINGS  
2 RELATED TO CLIMATE, THAT BARC SHOULD BE, AND THIS WILL REQUIRE  
3 RESOURCES AND EXPANDED STAFF AND EFFORT, BUT ALL THINGS  
4 RELATED TO CLIMATE, THIS IS WHERE YOU GO TO GET THAT ANSWER,  
5 THAT POLICY QUESTION RESOLVED.

6

7 **MINDY CRAIG:** THANK YOU FOR THAT.

8

9 **CHAIR, JESSE ARREGUIN:** THERE IS ANOTHER BOARD MEMBER THAT  
10 RAISED THEIR HAND.

11

12 **DAVID HAUBERT:** THIS IS HAUBERT, AND I APOLOGIZE. MY CAMERA IS  
13 NOT WORKING AND MY NAME IS NOT LISTED THERE. SO REALLY SORRY  
14 ABOUT THAT, BUT APPRECIATE THE OPPORTUNITY TO WEIGH IN, AND  
15 REALLY APPRECIATE OUR COMBINED AND UNITED EFFORT TO RESOLVE  
16 THE ISSUES OF CLIMATE CHANGE. HOWEVER, WE MUST ALL REALIZE  
17 THAT'S REALLY WAY ABOVE OUR REGIONAL SCALE AND CAPABILITIES.  
18 IT'S A GLOBAL ISSUE. AND WHILE WE SHOULD BE THE LEADERS, AND  
19 WE ARE THE LEADERS, WE ALSO NEED TO RECOGNIZE THAT WE NEED  
20 FUNDING AND RESOURCES TO LEAD THE WAY. IT SHOULD NOT BE  
21 ENTIRELY BORNE ON THE BACKS OF PEOPLE WHO, AS WAS MENTIONED  
22 EARLIER BY ANOTHER SPEAKER, PEOPLE ARE STRUGGLING AND YET WE  
23 PAY A DOLLAR EXTRA FOR GASOLINE AND WE'RE TRANSITIONING AWAY  
24 FROM THAT. SO, THIS'S GONNA BE COSTLY, AND WE HAVE  
25 TRANSPORTATION NEEDS THAT WE'RE TRYING TO SWITCH TO ELECTRIC,





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1 THAT HAVE COSTS ASSOCIATED. AND, SO, I JUST ASK THAT WE KEEP  
2 IN MIND JUST HOW EFFECTIVE WE CAN BE AND WHAT THE COSTS ARE  
3 AND THAT WE NOT BURDEN EVERYONE IN OUR SOCIETY WITH THAT. WE  
4 NEED HELP FROM THE REST OF OUR GOVERNMENT. AND THEN, LASTLY, I  
5 WOULD HOPE THAT BARC COULD BE A LITTLE BIT MORE OF A SOUNDING  
6 BOARD, OR RATHER MAKE POLICY RECOMMENDATIONS, FOR EXAMPLE, TO  
7 THE STATE OF CALIFORNIA, PERHAPS TO THE FEDERAL GOVERNMENT, AS  
8 WE ARE THE LEADING EDGE AND THE EXPERTS LET'S VOICE WHAT WE  
9 SEE AND WE BELIEVE AS WE'RE CREATING THE LEADING EDGE, LET'S  
10 MAKE IT KNOWN AND BE MORE AT THE TABLE WITH DECISION-MAKING.  
11 AT LEAST FROM AN ADVOCACY STANDPOINT. AND I'M JUST NOT SURE I  
12 HAVE SEEN ENOUGH OF THAT. I WOULD LIKE TO SEE MORE. SO THOSE  
13 ARE MY COMMENTS. AGAIN, THANK YOU FOR LETTING ME WEIGH IN. WE  
14 REALLY APPRECIATE THE DISCUSSION AND THIS GROUP, YOU'RE  
15 AWESOME. THANK YOU.

16

17 **MINDY CRAIG:** THANK YOU. NOW YOU CAN DO THE NEXT SLIDE HERE,  
18 AND THERE IS OPPORTUNITY TO WRITE IN. BUT IT'S GREAT TO HEAR  
19 PEOPLE'S FULL NARRATIVE ON THIS. SO, YOU CAN ADD IN THIS OR  
20 NOT. BUT, ANYWAY, I THINK THERE IS SOME REALLY INTERESTING  
21 PIECES THAT ARE KIND OF BUBBLING UP HERE, WHICH I'M REAL  
22 INTRIGUED BY, DAVID'S LAST COMMENT IS ALMOST SAYING, YOU KNOW,  
23 BARC BECOMES AN OPPORTUNITY TO BE A CONSOLIDATED VOICE OF ALL  
24 THE AGENCIES IN THE BAY AREA TO HELP THAT LEADERSHIP. WHICH IS  
25 KIND OF AN INTEREST ELEMENT. SO THIS IS POTENTIAL. AND YOU CAN



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1 HAVE MOVING UPWARDS OR DOWN WARDS, DEPENDING ON HOW YOU WANT  
2 TO DO IT YOU ARE ALL DOING TONS OF WORK YOU'RE SUPER BUSY AND  
3 HAVE HUGE DEMANDS, ON EACH ONE OF YOUR AGENCIES, AND THINGS  
4 THAT ARE OUTSIDE OF THOSE WHERE THOSE GAPS, AND WHERE DOES  
5 BARC HIGHLIGHT BECOMING HELPING TO BE THE LEADER, HELPING YOU  
6 ALL BE LEADERS TO COORDINATE IN KEY POLICY AREAS. AND MARK OUT  
7 THERE ON THE PHONE, FUNDING ALL OF THIS CLIMATE WORK BEING  
8 EQUITABLE AND HAVING JUST TRANSITION IS A HUGE COST IS THAT A  
9 ROLE IS BARC PART OF THE FUNDING, BRINGING THE AGENCIES  
10 TOGETHER TO GO HELP GET FUNDING. IS THAT ONE OF THE ROLES? I'M  
11 KIND OF CURIOUS. SO, UP ON HERE IS HELPING THE MEMBER AGENCIES  
12 COLLABORATE MORE TO JOINTLY SOLVE COMMON ISSUES. AND SOUNDS  
13 LIKE THOSE FUNDING GAPS COMMON ISSUES, SEA LEVEL RISE, AND  
14 JUST TRANSITION, HOW IS THAT IDENTIFIED AND WHAT DOES THAT  
15 LOOK LIKE IF WE THINK ABOUT EACH ONE. ANYBODY ELSE WANT TO ADD  
16 TO THE IDEAS ON PRIMARY FOCUS? I'M SEEING COMMONLY,  
17 COLLABORATE, COLLABORATE, COLLABORATE. THAT'S GREAT. YEAH. ONE  
18 EXAMPLE REGIONAL PROJECT SEA LEVEL RISE, AND COMMON CAUSE EACH  
19 COUNTY TRYING TO WORK ON ITS OWN. EVERYONE IS TRYING DO THEIR  
20 OWN CLIMATE PLAN ADAPTATION PLAN ENGAGEMENT FIGURING OUT  
21 GREENHOUSE GAS EMISSIONS EACH THEIR OWN THINGS THEIR CITY IS  
22 TRYING TO DO, CLEARING HOUSE COLLABORATION DETERMINE GAPS AND  
23 OPPORTUNITY ABOUT OPPORTUNITIES CONCERN ABOUT WHO IS GOING TO  
24 BE ABLE TO WRITE A GRANT THAT'S OPPORTUNITY TO BUILD GRANT  
25 WRITING ON ALL SIDES. YES. OKAY. GREAT. OKAY. I'M GOING TO



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1 MOVE US TO OUR NEXT PIECE OF THE CONVERSATION. SO, WAIT. HOLD  
2 ON. THERE IS MORE. I'M NOT GOING TO STOP. BECOMING A TRUST AND  
3 POLICY CLEARING HOUSE, THE IDEA OF CLEARING HOUSE REGIONAL  
4 OPPORTUNITIES NOT JUST ACCORD, LEAD. COORDINATION  
5 COLLABORATION AGENCY CLIMATE INITIATIVES. IT SEEMS TO ME THERE  
6 IS RESEARCH AND GATHERING OF THESE DIFFERENT PIECES WHAT IS  
7 EVERYONE TRYING TO DO, WHAT'S HAPPENING AND WHAT ARE THE GAPS  
8 SEEMS TO BE A BIG PIECE OF THE PIE HERE. YEAH. COLLABORATION  
9 ON COMMON ISSUES. GREAT. OKAY. LET'S GO TO THE NEXT ONE. AND,  
10 SO, AS WE THINKING ABOUT THIS, SO, WE JUST SAID,  
11 COLLABORATION, COORDINATION, CLEARING HOUSE, COMMON ISSUES.  
12 THINKING ABOUT WHAT YOU ARE DOING TODAY -- I'M GOING TO TURN  
13 THIS OVER TO RANDI AND SHE'S GOING TO DO THIS. BUT I'M  
14 THINKING ABOUT WHAT SHOULD WE DO, SHOULD NOT DO AND WHAT  
15 SHOULD WE CONTINUE TO DO. THAT'S GOING TO BE THIS EXERCISE,  
16 SORT OF, A DIFFERENT ONE. RANDI?

17

18 **RANDI LEE:** WE'RE GOING TO GET MORE TACTICAL I WANT YOU TO  
19 CLEAR YOUR MIND AND THINK WE'RE SETTING UP BARC UP FOR SUCCESS  
20 FOR THE NEXT TEN YEARS. WE'RE GOING TO START WITH QUESTION ONE  
21 WHICH IS WHAT ARE WE GOING TO CONTINUE. AND THOSE ARE THINGS  
22 WE WANT TO TAKE FORWARD, WHAT DO WE WANT TO HOLD ON THAT BARC  
23 IS DOING REALLY WELL, WE WANT TO SEE US KEEP GOING, WE'RE THEN  
24 GOING TO MOVE INTO A STOP, WHAT DO WE WANT TO LEAVE BEHIND THE  
25 NEXT TEN YEARS, WHAT IS DYSFUNCTIONAL, NOT WORKING, NOT TO OUR



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1 BENEFIT, NOT SUPPORTING YOUR AGENCY THE WAY YOU WOULD LIKE TO  
2 SEE IT BE DONE. AND THEN WE'LL MOVE INTO WHAT SHOULD WE START.  
3 YOU KNOW, HOW CAN WE ADDRESS THE NEW OPPORTUNITIES, COMBAT  
4 THREATS, WHAT'S SOMETHING BARC HASN'T DONE IN THE PAST THAT WE  
5 SHOULD START TO DO. SO, LET'S MOVE ON TO QUESTION ONE AND  
6 YOU'RE GOING TO PULL OUT YOUR MENTEE METER AGAIN. OH, HERE ARE  
7 SOME AREAS TO CONSIDER FOR THE START, STOP, AND CONTINUE, ALL  
8 THREE QUESTIONS. JUST TO GET YOUR BRAIN GOING. BARC'S ROLE.  
9 SHOULD WE CONTINUE BEING A CONVENER, FOR EXAMPLE? THE  
10 REPORTING STRUCTURE, THE MEETINGS, THE WAY WE CONVENE, THE  
11 VOTING, NON-VOTING, THE WAY THE AGENCIES PARTICIPATE, THE  
12 LEVEL OF RESOURCING, AS WAY A WAY WE MAKE DECISIONS. THESE ARE  
13 COMPONENTS OF THINGS TO CONSIDER. LET'S GO TO THE FIRST  
14 QUESTION. NEXT PAGE. SO, WHAT SHOULD BARC -- OOH, NO, WE  
15 SHOULD GO TO WHAT SHOULD BARC CONTINUE DOING, NORA. WHAT  
16 SHOULD BARC CONTINUE DOING? WHAT DO WE WANT TO TAKE FORWARD  
17 THAT WE'RE DOING NOW, WE DO NOT WANT IT TO GET LOST AS WE LOOK  
18 TOWARDS THE FUTURE. YOU SHOULD BE USING YOUR MENTEE METER FOR  
19 THIS ONE. ALL RIGHT. LET'S GO AHEAD AND MOVE TO WHAT SHOULD WE  
20 STOP DOING. OH, HERE ARE SOME TO CONTINUE. MEETING AND  
21 DISCUSSING WHAT AGENCIES ARE INVOLVED IN, CONTINUING TO LOOK  
22 AT BOTH CONFLICTS AMONG THE AGENCY AND THE GAPS, ENHANCING  
23 COMMUNICATION BETWEEN THE AGENCIES. LET THE EXECUTIVE  
24 DIRECTORS DECIDE WHAT'S MOST EFFICIENT. CONTINUE BEING A FORUM  
25 FOR CONVENING AND PRESENTING, REGIONAL POLICIES AND



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1 INITIATIVES COORDINATING MULTIPLE AGENCIES IDENTIFYING  
2 RESOURCES AND CONVENING MEMBER AGENCIES TO HELP IDENTIFY GAPS  
3 AND HOW THEY CAN WORK TOGETHER. A LOT OF COMMON STATEMENTS.

4

5 **MINDY CRAIG:** I'M CURIOUS. I WANT TO ASK THE BOARD HERE JUST  
6 LOOKING AT THE ANSWERS, EXECUTIVE DIRECTOR, WE DO HAVE THEM  
7 SITTING HERE. SO, I THINK IF THERE IS A QUESTION TO THEM, THEY  
8 COULD ALSO BE ENGAGED BY YOU, IF YOU ARE SO INTERESTED IN  
9 HEARING THAT. I WANT TO JUST LET YOU KNOW, BECAUSE WE DO HAVE  
10 THEM HERE. THANKS.

11

12 **SPEAKER:** GREAT. THESE ARE THINGS WE WANT TO HOLD ON TO. LET'S  
13 MOVE TO STOP. WHAT DO WE WANT TO LEAVE BEHIND WHEN WE LOOK  
14 TOWARD THE FUTURE. I'M JUST GIVING IT A MINUTE I REALIZE IT  
15 MIGHT TAKE TIME TO TYPE IN. THIS WE ARE. SO, STAY FOCUSED.  
16 VERIFY FOCUS, OUTCOME ORIENTED MEETINGS. AGAIN, WANTING  
17 EXECUTIVE DIRECTORS TO REALLY DRIVE THE DECISION-MAKING HERE.  
18 INFORMATIONAL PRESENTATIONS, MAKE SURE THEY'RE NOT REDUNDANT.  
19 MORE FOCUSED AGENDA AND AN ACTION PLAN. A FOCUS ON INFORMATION  
20 THAT'S ACTION ORIENTED. WITH A FINER SCOPE. I'M DEFINITELY  
21 SENSING A THEME OF CLEAR FOCUS, ACTION ORIENTED, AND DEPTH  
22 VERSUS BREADTH, OR AT LEAST NOT GOING, NOT BEING TOO BROAD.  
23 OKAY. WHY DON'T WE GO TO START. WHAT WOULD WE LIKE TO SEE BARC  
24 START DOING AS WE LOOK TOWARDS THE FUTURE? MAYBE YOU WANT TO  
25 FLIP TO THE PAGE WITH THE IDEA, THINGS TO CONSIDER, AND WE'LL



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1 COME BACK TO THIS ONE, JUST TO GIVE PEOPLE SOME THINGS TO  
2 THINK ABOUT.

3

4 **MINDY CRAIG:** I WOULD ALSO ADD THINGS AROUND CLEARING HOUSE  
5 COORDINATION FINDING THE GAPS WHAT ARE SOME OF THE THINGS THAT  
6 BARC NEEDS TO DO TO DO THAT BETTER OR TO START DOING THAT KIND  
7 OF STUFF THAT YOU WERE TALKING ABOUT A SECOND AGO.

8

9 **RANDI LEE:** OKAY. YOU CAN GO BACK NOW NORA. THANKS. MORE INPUT  
10 FROM BOARD MEMBERS MAYBE ON A ROTATING BASIS ABOUT WHAT THEIR  
11 AGENCY OR JURISDICTION NEEDS FROM OTHER AGENCIES. CONTINUING  
12 TO COORDINATE REGIONAL WORK PLANS PROVIDE TECHNICAL ASSISTANCE  
13 TO IDENTIFY GRANTS IDENTIFY OPPORTUNITIES FOR POLICY  
14 COORDINATION DEVELOP AN ADVOCACY STRATEGY IDENTIFY GAPS  
15 WORKING WITH AGENCIES. AND TO HELP SOLVE PROBLEMS IN THEIR  
16 ROLES. BRANDING EFFORT AND AS A CLEARING HOUSE AND ENFORCING  
17 EFFORTS AT A CLIENT RELATED INITIATIVE. OR REINFORCE. NICE.  
18 PUBLIC ENGAGEMENT NEEDED SPACE FOR STORY TELLING ON CLIMATE  
19 AND WHAT ALL OUR AGENCIES ARE DOING TOGETHER. OKAY. ANYONE  
20 ELSE? ANYTHING ANYONE WANT TO SAY OR SPEAK MORE TOWARDS ABOUT  
21 EITHER STOP, START, OR CONTINUE COMMENTS THAT THEY MADE?

22

23 **DAVINA HURT:** I'LL ADD THAT I PUT THE STORY TELLING PIECE. WE  
24 HAVE SO MANY DIFFERENT AGENCIES DOING A LOT OF GREAT THINGS  
25 BUT WHO IS INTERACTING WITH THE PUBLIC TO LET THEM KNOW WHAT



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1 THE RIGHT HAND DOESN'T KNOW WHAT THE LEFT HAND IS DOING I  
2 THINK SOMETIMES WE WONDER WHETHER MONEY IS WELL SPENT AND THIS  
3 AGENCY CAN TELL THE STORY OF WHAT WE'RE ALL DOING TOGETHER IN  
4 A WAY WHERE THERE IS MORE BODIES IN THE SEATS IN FRONT OF US  
5 HERE.

6

7 **MINDY CRAIG:** ANYBODY ELSE WANT TO ADD TO THAT? WHAT DAVINA  
8 SAID. THERE YOU GO. [LAUGHTER]

9

10 **DAVINA HURT:** I DID NOT TYPE THAT.

11

12 **MINDY CRAIG:** [LAUGHTER] GIVING CONTEXT. I THINK THAT'S GREAT.  
13 SO, WE'RE GOING TO GO OLD SCHOOL HERE AND WE'RE GOING TURN OFF  
14 THE MENTEE METER FOR A SECOND AND WE'RE GOING TO MOVE INTO A  
15 QUESTION AROUND, YOU KNOW, WE -- I THINK THIS IS ALL HELPING  
16 US TO UNDERSTAND WHERE YOU'RE AT. WHERE ARE WE TODAY, WHAT ARE  
17 THE THINGS THAT ARE ON OUR MINDS AND HOW ARE WE THINKING ABOUT  
18 THEM. BUT WE'RE ABOUT TO EMBARK ON THIS, YOU KNOW, MULTI-MONTH  
19 EVALUATION, ASSESSMENT OF THE ORGANIZATION, HOW IT SHOULD BE  
20 STRUCTURES, THAT FOCUS, TO REALLY HELP YOU IDENTIFY SOME OF  
21 THE STUFF HERE, WE'RE GOING TO GO ROUND ROBIN SO WE'RE GOING  
22 TO ASK EACH OF YOU TO TELL US WHAT YOU THINK THIS EFFORT  
23 SHOULD PROVIDE AND WHAT WOULD BE SUCCESSFUL. WHAT WOULD MAKE  
24 IT A SUCCESS. WHAT DO YOU THINK THE GOALS OF THIS EFFORT FOR  
25 YOU AND YOUR AGENCY AND WHAT THE PERSPECTIVE IS, AND WHAT DO



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1 YOU THINK WOULD MAKE IT A SUCCESS AT THE END OF THE DAY. THAT  
2 CAN BE EVERYTHING FROM PROCESS WHO WE SHOULD TALK TO, WHO YOU  
3 GET IN YOUR HAND AT THE END OF THE DAY, REALLY BROAD HOWEVER  
4 YOU WANT TO EXPAND THAT. I'M GOING TO FOLKS ONLINE HERE THEN  
5 MAYBE GO TO THEM FIRST. MARK, DO YOU WANT TO START IT OFF? NOR  
6 A WE DON'T NEED THAT ON THE SCREEN HERE.

7

8 **MARK ROSS:** YOU CAN REPEAT WHAT YOU ARE LOOKING FOR?

9

10 **MINDY CRAIG:** YEAH. SO, WE'RE LOOKING TO REALLY UNDERSTAND. WE  
11 GOT GOOD INSIGHTS A SECOND AGO AROUND SOME OF THE COHESION AND  
12 SOME OF THE THINGS YOU WANT TO SEE IN THIS PROCESS, THE ACTUAL  
13 PROCESS WE'RE DOING OVER THE NEXT EIGHT MONTHS OR SO. WHAT DO  
14 YOU WANT TO SEE OUT OF THIS? WHAT'S GOING TO BE SUCCESSFUL FOR  
15 YOU, AS A BOARD MEMBER. AND THEN WHAT ARE SOME OF THE THINGS  
16 THAT WE SHOULD, SORT OF, THINK ABOUT AS GOALS IN THIS  
17 EVALUATION, AS WE'RE LOOKING INTO ALL THESE DETAILS TO COME  
18 BACK TO YOU WITH A NEW ORGANIZATIONAL STRUCTURE, A NEW -- SOME  
19 RECOMMENDATIONS ABOUT WHERE YOU GO FORWARD. WHAT ARE SOME OF  
20 THE GOALS? WHAT ARE SOME OF THE QUESTIONS THAT YOU HAVE FOR US  
21 THAT YOU SHOULD BE ADDRESSING AND THEN WHAT SUCCESS LOOKS  
22 LIKE.

23

24 **MARK ROSS:** I WOULD SAY THAT WE NEED TO SEPARATE THE WHEAT FROM  
25 THE CHAFF, AND THE CONTENT IS WHAT WOULD BE HELPFUL. FROM THE





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1 EXECUTIVE DIRECTORS, WHAT HAS WORKED? WHAT IS DUPLICATIVE?  
2 WHAT'S TOTALLY USELESS? THERE IS A PROFESSIONAL STANDARD LEVEL  
3 OF ENGAGEMENT. I'M SURE ALL OF THESE AGENCIES HAVE GREAT  
4 STAFFERS; WHAT IS USEFUL THAT WOULD DRIVE THE REST OF THE  
5 PROCESS?

6

7 **JAMES P. SPERING:** FOR ME, AS A FORMER MEMBER OF THE AIR  
8 DISTRICT, WE HAVE A PROBLEM DECLARING VICTORY. WHEN YOU LOOK  
9 AT WHAT WE HAVE DONE OVER THE LAST 30 YEARS, CLEANING UP THE  
10 AIR IN THE BAY AREA, IT'S REALLY A GREAT STORY. BUT WE ALWAYS  
11 PORTRAY IT AS THINGS ARE STILL BAD. WE HAVE TO, AT SOME POINT,  
12 SAY WE HAVE A VICTORY AND NEED TO BUILT ON THAT. THE OTHER  
13 THING I THINK WE HAVE TO DO IS BUILD AN ADVOCACY. THIS GROUP  
14 SHOULD BE GOING TO SACRAMENTO AND TALKING ABOUT, YOU KNOW,  
15 WHAT ARE THE REGIONAL AGENCIES DOING, HOW ARE WE COORDINATING  
16 AND WORKING TOGETHER. WHAT ARE THE THINGS THAT WE ALL SUPPORT  
17 AND WHERE WE NEED LEGISLATIVE SUPPORT ON. I JUST THINK THAT  
18 THE OUTREACH SIDE AND THE ADVOCACY SIDE HAS BEEN VERY WEAK. WE  
19 SEEM TO BE DEALING WITH THE SAME ISSUES OVER AND OVER. I WOULD  
20 LIKE TO SEE US CHAMPION SOME OF THE THINGS THE VARIOUS  
21 AGENCIES ARE DOING, AND WE DON'T SEEM TO BE DOING THAT. I DO  
22 NOT SEE A LOT OF SUPPORT COMING OUT OF BARC FOR THIS REGIONAL  
23 MEASURE FOR TRANSPORTATION. I MEAN, I THINK IT'S SOMETHING WE  
24 SHOULD BE WEIGHING IN ON. I JUST THINK THERE HAS TO BE -- THIS  
25 GROUP HAS TO TAKE A POSITION ON SOME OF THESE VERY IMPORTANT



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1 ISSUES, AND WE SEEM TO BE VOID OF DOING THAT. AND SO, THOSE  
2 ARE SOME OF THE CONCERNS THAT I HAVE.

3

4 **MINDY CRAIG:** GREAT. THANK YOU. DAVID, I DON'T SEE YOU, BUT I  
5 KNOW YOU'RE ONLINE SOMEWHERE.

6

7 **DAVID HAUBERT:** JUST BUILDING ON THE COMMENTS, I REALLY  
8 APPRECIATE THEM. UNDERSTANDING AND VERY CLARITY ACROSS THE  
9 REGION, END GOAL, CLARITY AND MOVING FORWARD, I THINK WOULD BE  
10 SUCCESS, HOWEVER I WOULD DEFINE IT. BUT, INDEED, THAT COMES  
11 FROM UNDERSTANDING WHAT WE HAVE DONE THAT WORKS REALLY WELL.  
12 STOP DOING THINGS, MAYBE, THAT HAVEN'T WORKED WELL. AND JUST  
13 AS I SAID BEFORE, WE WOULD BE VIEWED AS THE EXPERTS TO GO TO  
14 AND RELY UPON FOR SMALLER LOCAL AGENCIES AND LEADERS IN  
15 DRIVING THE PATHWAY FORWARD. SO THAT AS WE COLLABORATE, WE'RE  
16 ALL ROWING, ALSO, IN THE SAME DIRECTION, AND THAT WE WOULD BE  
17 SEEN AS THE LEADERS AND THE EXPERTS FOR PEOPLE TO LOOK TO FOR  
18 THEIR NEEDS. AND JUST TO ECHO, AGAIN, WHAT SUPERVISOR SPERING  
19 MENTIONED, WE NEED TO HAVE ADVOCACY AND A VOICE IN SACRAMENTO.  
20 SO, MY OPINION. ANYWAY. THANK YOU. GREAT DISCUSSION. AGAIN,  
21 APPRECIATE THIS TEAM.

22

23 **MINDY CRAIG:** ARE WE GOING TO GO WITH THE NON-VOTING MEMBERS  
24 TOO? WE HAVEN'T HEARD FROM EILEEN. WOULD YOU LIKE TO GIVE YOUR  
25 TWO CENTS ON THIS ONE? I KNOW I HAVEN'T CALLED ON YOU. I'M



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1 TAKING YOU UNAWARES. I'LL COME BACK TO YOU. ROUND ROBIN HERE,  
2 PAT? WHY DON'T YOU START US OFF.

3

4 **PAT ECKLUND:** WHAT I PUT DOWN WAS A CLEAR MISSION, AND GOALS  
5 FOR BARC, AND OBJECTIVES TO MEASURE PROGRESS AND SUCCESS. THEN  
6 I ALSO FELT THAT AN ORGANIZATIONAL STRUCTURE WOULD FOLLOW A  
7 MORE CONCISE EMISSION GOALS AND OBJECTIVES. AND I DO NOT  
8 NECESSARY HE AGREE THAT BARC SHOULD BE TAKING POSITIONS ON  
9 BALLOT MEASURES. THAT'S REALLY -- I DON'T THINK THE ROLE OF  
10 BARC. BECAUSE I SEE BARC MORE AS A CONVENER, NOT NECESSARILY  
11 TAKING SIDES. BECAUSE ONCE YOU START TAKING SIDES ON THINGS,  
12 THEN YOU'RE NOT THAT NEUTRAL PARTY THAT'S TRYING TO BRING  
13 PEOPLE TOGETHER. SO, ANYWAY, THOSE ARE JUST SOME OF MY  
14 THOUGHTS.

15

16 **MINDY CRAIG:** OKAY. THANKS. DAVINA?

17

18 **DAVINA HURT:** I THINK AS A NEWER MEMBER, SOME OF THE THINGS  
19 THAT I WOULD BE REALLY GLAD TO HAVE IS A ROADMAP. WE KNOW THAT  
20 A LOT OF WHAT WE'RE DOING IS PUSHED BY THE STATE'S GOALS FOR  
21 ZERO-EMISSIONS AND A LOT OF THE REGULATIONS, THE POLICIES  
22 WE'RE DOING IN OUR INDIVIDUAL AGENCIES ARE TRYING TO CLEAN THE  
23 AIR AND GET RID OF EMISSIONS AND GET FOLKS INTO PUBLIC  
24 TRANSIT. AND, SO, WHAT'S OUR ROADMAP THAT WE CAN USE METRICS  
25 TO KIND OF MEASURE OURSELVES BY TO SAY WE ARE GETTING TO THAT



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1 ULTIMATE GOAL. AND THEN, AGAIN, AS I SAID, YOU KNOW, HOW DO WE  
2 HOLD OURSELVES ACCOUNTABLE IN THIS SPACE, WHAT ALL OUR  
3 AGENCIES ARE DOING TOGETHER TO GET TO A ZERO-EMISSIONS FUTURE.

4

5 **MINDY CRAIG:** THAT'S GREAT. JESSE?

6

7 **CHAIR, JESSE ARREGUIN:** WELL, FROM MY PERSPECTIVE, AS THE VICE  
8 PRESIDENT OF ABAG, I THINK WHAT WOULD BE HELPFUL IS, SORT OF,  
9 GETTING SOME CLARITY ABOUT WHAT ROLE WE CAN PLAY TO SUPPORT  
10 THE WORK OF THIS COLLABORATIVE, AS THE COG, AND AS THE  
11 REGIONAL PLANNING AGENCY, WE HAVE A ROLE REALLY AROUND  
12 PLANNING AND TECHNICAL ASSISTANCE. I KNOW THAT WE'RE HAVING  
13 THAT CONVERSATION AROUND THE WORK PROGRAM. BUT I REALLY SEE  
14 THE FOCUS IN TWO AREAS, ONE, PROGRAMS, OR PROJECTS, AND  
15 POLICY. SO, THE PROGRAMS AND PROJECTS SIDE WE'RE DOING GREAT  
16 WORK WITH THE SHARED WORK PROGRAM BRINGING ALL AGENCIES  
17 TOGETHER TO THE FOCUS ON CLIMATE ADAPTATION AND RESILIENCE AND  
18 IDENTIFY STRENGTHS AND OPPORTUNITIES WHERE WE CAN IDENTIFY  
19 PROJECTS THAT OVERALL CROSS COLLABORATION AMONGST DIFFERENT  
20 AGENCIES. BUT POLICY IS AN AREA WHERE THERE COULD BE MORE  
21 DISCUSSION HERE. WE'RE GOING TO BE DOING OUR UPDATE TO PLANNED  
22 BAY AREA SOON THAT TOUCHES UPON ALL OUR AGENCIES. MAYBE THERE  
23 IS OPPORTUNITY FOR US TO HAVE A DISCUSSION ABOUT SOME OF THE  
24 POLICY LEVEL INPUTS TO THAT. AND I THINK THAT WAS ULTIMATELY  
25 THE OVERALL GOAL OF THE JOINT POLICY COMMITTEE. WELL, ONE WAS



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1 TO HAVE A FORUM FOR THE REGIONAL CONSOLIDATION OF THE  
2 AGENCIES, BUT, ALSO, WHICH WE STILL HAVE NOT RESOLVED  
3 [LAUGHTER] WE STILL HAVE TWO, A COG AND AN MPO, SEPARATELY.  
4 BUT, ALSO, AS AN OPPORTUNITY FOR, SORT OF, JOINT DISCUSSION  
5 AND POLICY MAKING FOR THE REGION, AND I DON'T THINK WE HAVE  
6 DONE ENOUGH OF THAT HERE. AND THEN THERE COULD BE AN ADVOCACY  
7 COMPONENT TO THAT RELATIVE TO STATE OR FEDERAL GOVERNMENT WE  
8 HAVE CONVERSATION AROUND BUDGET CONTEXT AROUND SIGNIFICANT  
9 FUNDS THAT'S SACRAMENTO AND FEDERAL GOVERNMENT WE'RE GOING TO  
10 BE BRINGING TO OUR REGION AROUND SEA LEVEL RISE ADAPTATION  
11 RESILIENCE AS THE BARC CONVENER SO MY HOPE IS OUTCOME OF THE  
12 FOCUS ON HOW WE CAN BETTER COORDINATE POLICIES AND PROGRAMS.  
13 AND AS SAID IN THE MENTEE METER, WHERE ARE THERE GAPS AND  
14 OPPORTUNITIES TO FOSTER COLLABORATION THAT'S THE BENEFIT OF  
15 ALL OF THIS.

16

17 **MINDY CRAIG:** OKAY. ZACK

18

19 **V. CHAIR, ZACK WASSERMAN:** LARGELY AROUND POLICY DISCUSSION,  
20 FOR ME, PARTICULARLY IN THE CONTEXT OF ANALYSIS WHERE THERE  
21 ARE GAPS. AND AS I WAS TRYING TO FORMULATE AN ANSWER TO THIS  
22 QUESTION, IT'S A LITTLE DIFFICULT BECAUSE, WELL,  
23 THEORETICALLY, THE QUESTION WAS ASKED IN THE ABSTRACT, IF I  
24 TRY TO PUT IT INTO REAL-WORLD TERMS WHERE THERE ARE ONLY TWO  
25 STAFF MEMBERS FOR BARC, THAT BECOMES VERY HARD. SO, I THINK



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1 ONE OF THE THINGS WE NEED TO COME OUT OF THIS WITH IS, ARE  
2 THERE SOME THINGS THAT BARC CAN DO THAT ARE IMPORTANT ENOUGH  
3 THAT WE REALLY NEED TO FIGURE OUT HOW TO RAISE MORE FUNDS FOR  
4 IT, IN A TIME WHEN ALL GOVERNMENTS ARE CHALLENGED ABOUT  
5 RAISING FUNDS. AND ONE OF THE AREAS IN WHICH I THINK WE MAY  
6 GET TO A YES ANSWER FOR THAT ONE, IS FOCUS ON PROMOTING  
7 REGIONALISM. THAT'S ONE OF THE THINGS I STARTED OFF TALKING  
8 ABOUT. AND SEVERAL OTHERS HERE HAVE COMMENTED ON IT. BUT MOST  
9 -- THE MAJORITY OF PEOPLE ON THIS BOARD ARE ELECTED OFFICIALS,  
10 WHICH IS FULLY APPROPRIATE, PRIMARY DUTY OF ELECTED OFFICIALS  
11 IS TO THINK ABOUT THEIR CONSTITUENTS IN THEIR DISTRICTS. THE  
12 PEOPLE THAT SIT ON THESE BOARDS TEND TO PUT THEIR LOCAL HAT  
13 ASIDE, AND PUT ON A REGIONAL HAT WHEN THEY COME IN HERE.  
14 MYSELF INCLUDED. I'M NOT AN ELECTED OFFICIAL, BUT I AM AN  
15 OAKLAND BOOSTER FOR A VERY LONG TIME. BUT I THINK WE NEED TO  
16 FIGURE OUT HOW TO BOTH PROMOTE REGIONALISM, SUPPORT THOSE WHO  
17 ARE REGIONALISTS. WE KNOW THAT A NUMBER OF VERY SIGNIFICANT  
18 REGIONAL LEADERS IN THE BAY AREA HAVE RECENTLY RETIRED OR ARE  
19 CLOSE TO RETIRING FROM POLITICAL LIFE. AND THERE ARE YOUNGER  
20 PEOPLE COMING UP WHO ARE FILLING THAT, BUT WE NEED TO FIGURE  
21 OUT HOW TO REALLY RECOGNIZE THAT, ENCOURAGE THAT, SUPPORT  
22 THAT, MENTOR THAT.

23

24 **MINDY CRAIG:** GREAT. THANK YOU. DAVE?

25



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1   **DAVE PINE:** SO, I THINK THE DIFFICULTY IS THAT THESE  
2   DISCUSSIONS CAN BECOME VERY, KIND OF A MORE ISSUE TO WHAT THE  
3   POTENTIAL ROLE OF BARC IS CAN BE OVERALL BROAD, WITH SUCCESS  
4   METRICS, KIND OF COME UP WITH AN ACTION ORIENTED PLAN WITH  
5   CONCRETE OBJECTIVES. THAT'S HOW I WOULD EVALUATE OUR WORK.

6

7   **MINDY CRAIG:** THAT'S HELP.

8

9   **EDDIE AHN:** I AGREE WITH MEMBER PINE AND ALSO WHAT MEMBER  
10   SPERING SAID AT THE TOP. ABOUT NEEDING TO DECLARE VICTORY AT  
11   CERTAIN POINTS. AND I JUST THINK IN TERMS OF THE IDEA OF  
12   FOCUS, LIKE, THERE ARE DIFFERENT WAYS TO FOCUS. RIGHT? WE  
13   COULD DO VENUE OF CHOICE, LIKE MAYBE AT SOME PARTICULAR  
14   REGULATORY PROCEEDING, OR LIFTING, YOU KNOW, BILL THAT WE'RE  
15   FOCUSING ON, OR IT COULD BE BY SUBJECT MATTER, BUT WHATEVER IT  
16   IS TO MAKE IT CONSTRAINED AND NOT MAKE IT UNENDING  
17   DISCUSSIONS, BECAUSE OBVIOUSLY EVERYBODY HERE IS STRETCHED FOR  
18   TIME AND WE'RE SPREAD ACROSS A LOT OF DIFFERENT ISSUES.

19

20   **MINDY CRAIG:** SO, MAYBE IF I COULD LOOK AT THE EXECUTIVE  
21   DIRECTORS AND HAVE YOU TO TAKE A MOMENT TO SAY WHERE YOU SEE  
22   SUCCESS OPPORTUNITIES AND IF YOU HAD A MOMENT TO THINK ABOUT  
23   WHAT YOU HAVE HEARD TODAY AND WHAT YOU THINK WILL BE  
24   SUCCESSFUL AT THE END OF THIS PROCESS TO HELP ON YOUR SIDE, IT



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1 WOULD BE GREAT TO HEAR. I DON'T KNOW IF ANY OF YOU WANT TO  
2 VOLUNTEER TO GO FIRST? [LAUGHTER] OKAY. THERE WE GO.

3

4 **V. CHAIR, ZACK WASSERMAN:** I WAS WAITING FOR THE GUYS WHO ARE  
5 AT 375 BEALE.

6

7 **MINDY CRAIG:** YEAH, WELL, I THINK THEY CALLED ON YOU. SO, IF  
8 YOU HAVE YOUR MIC OFF.

9

10 **LARRY GOLDZBAND:** THEY WERE MY FRIENDS.

11

12 **MINDY CRAIG:** -- [LAUGHTER]

13

14 **LARRY GOLDZBAND:** LOOK, AND I SAID THIS TO RANDI, I THINK THE  
15 MOST IMPORTANT WAY FOR BARC TO BECOME MORE MEANINGFUL IS TO  
16 HAVE THE BOARD MEMBERS BECOME MORE INVOLVED.

17

18 **MINDY CRAIG:** YEAH.

19

20 **LARRY GOLDZBAND:** I REALLY THINK IT'S REALLY IMPORTANT. AND I  
21 GO RIGHT BACK TO WHAT COMMISSIONER AHN SAID JUST NOW -- AND I  
22 FORGOT WHO SAID IT BEFORE. I DON'T NECESSARILY AGREE THAT THE  
23 DISCUSSIONS ARE AMORPHOUS, BUT THEY DON'T DECIDE SOMETHING.  
24 BARC HAS TO FIGURE OUT WHETHER IT'S GOING TO BE A DECISION-  
25 MAKING BODY IN A WAY THAT IS NOT REGULATORY, OR JUST A PLACE





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1 TO CONVENE. AND I REALLY THINK THAT YOU WILL GET MORE  
2 PARTICIPATION FROM BOARD MEMBERS AND MORE TO DO IF THE MEMBERS  
3 ARE CHALLENGED TO DO SOMETHING.

4

5 **MINDY CRAIG:** GREAT. THANK YOU. EILEEN, DO YOU WANT TO ADD TO  
6 YOUR THOUGHTS?

7

8 **EILEEN WHITE:** I GUESS I WASN'T READY. I GUESS I WOULD JUST SAY  
9 I THINK WE SHOULDN'T EXPECT TOO MUCH. ALLISON DOES A GREAT JOB  
10 OF BRINGING US ALL TOGETHER, AS WAS MENTIONED THE REGIONAL  
11 BOARD WE WORK ACROSS ALL NINE COUNTIES IN THE BAY AREA WE HAVE  
12 A STRATEGIC PLAN WE INCORPORATE ALL CLIMATE ACTIONS IN OUR  
13 PROGRAMS AND ACTIVITIES AND UTILIZE AUTHORITY TO ADVANCE  
14 CLIMATE ADAPTATION PLANNING AND COORDINATION THROUGHOUT THE  
15 NINE COUNTIES IN THE BAY AREA, THERE IS A LOT OF US WORKING IN  
16 OTHER FORUMS, LARRY AND I AND OTHERS ARE MEETING AND WORKING  
17 ON HIGHWAY 37. SO, I THINK IT'S ALMOST BETTER TO KEEP IT MORE  
18 FOCUSED ON PROJECTS, BUT NOT TRY TO TAKE ON EVERYTHING. IT  
19 CAN'T BE THE ONE THAT'S GOING TO DO ALL CLIMATE ACTION IN THE  
20 BAY AREA. WE ALL HAVE OUR ROLES AND RESPONSIBILITIES, AND OUR  
21 AUTHORITIES AND WE'RE USING ALL OUR AUTHORITIES TO ADVANCE  
22 CLIMATE ACTION IN THE NINE CANDIDATES IN THE BAY AREA. IT'S,  
23 YOU KNOW, TOP PRIORITY. SO, I JUST WANT TO BE CAUTIOUS ABOUT -  
24 - AND THERE IS A LOT WE'RE DOING THAT DOESN'T INVOLVE ALL THE  
25 BARC AGENCIES, IT INVOLVES IS OTHER AGENCIES. SO, THERE IS NO



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1 ONE ORGANIZATION THAT CAN INCLUDE EVERY SINGLE ORGANIZATION,  
2 WE WORK WITH THE WASTEWATER UTILITIES WE SHOULD HAVE A DRAFT  
3 PERMIT THAT WE JUST CLOSED PUBLIC COMMENT THAT DEALS WITH  
4 MASSIVE FISH KILLS AND HARMFUL ALGAE BLOOM THAT OCCURRED IN  
5 2022 SO WE'RE WORKING WITH 37 WASTEWATER AGENCIES IN THE BAY  
6 AREA WE DON'T WANT TO BE COMING UNDER ONE UMBRELLA OF BARC  
7 WE'RE DOING IT SUCCESSFULLY. I THINK THE LEADERS ARE SHOWING  
8 UP, LAYER, AND ANDY SHOWS UP, THAT'S USEFUL WE ALL HAVE THOSE  
9 CONNECTIONS I CAN PICK UP THE PHONE AND CALL LARRY, WE'RE IN A  
10 MEETING THIS AFTERNOON ON A DIFFERENT TOPIC AND COORDINATING,  
11 IN THAT REGARD I THINK IT'S ACHIEVED ITS PURPOSE AND AS I HAVE  
12 BEEN PART OF THIS FOR LESS THAN A YEAR IS BRINGING TOGETHER  
13 EARLY ON THERE WANT GOOD COORDINATION THERE IS OUTSTANDING  
14 COORDINATION. PHONE CALLS AND E-MAILS AT NIGHT WE'RE ALL  
15 RESPONSIVE TO EACH OTHER SO IN THAT REGARD COULD CLAIM  
16 SUCCESS.

17

18 **MINDY CRAIG:** GREAT. THANK YOU. ANDY.

19

20 **ANDREW FREMIER:** ANDREW FREMIER EXECUTIVE DIRECTOR MTC AND  
21 ABAG. FIRST OF ALL, I DO APPRECIATE WE'RE PUTTING SOME EFFORT  
22 INTO THIS QUESTION BECAUSE I THINK IT'S VERY IMPORTANT AND I  
23 DO THINK TO MAYBE FOLLOW COMMISSIONER SPERING'S POINT,  
24 SOMETIMES WE DO, SORT OF, SNAG VICTORY AND KEEP TRYING TO FIND  
25 NEW WAYS TO GROW IT. I TEND TO FOCUS, QUITE A BIT, ON THE



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1 CHALLENGES WE ALL HAVE RELATIVE TO RESOURCES AND TRYING TO  
2 MAKE SURE WE'RE DOING OUR BEST TO PUT THEM TO WORK. IN  
3 PARTICULAR, FOR OUR TWO COMMISSIONS, ABAG AND MTC, WE'RE VERY  
4 RESOURCE CHALLENGED BASED ON THE WORKLOAD THAT'S IN FRONT OF  
5 US, AND I'M VERY CONCERNED ABOUT SCOPE CREEP. I DON'T THINK  
6 THIS FORUM IS THE RIGHT PLACE JUST TO, SORT OF, REPEAT WHAT'S  
7 BEING HAPPEN -- WHAT'S HAPPENING AT THE VARIOUS AGENCIES, AND  
8 I THINK WE HAVE TO BE VERY REFLECTIVE ABOUT WHAT WORK THIS  
9 GROUP TAKES ON. A LITTLE BIT ABOUT A COLLABORATION, I THINK IT  
10 HAS CHANGED QUITE A BIT FROM ITS ORIGINAL GOALS AND THE FACT  
11 THAT LARRY, PHILIPPE, AND I ARE ALL IN THE SAME ROOM, SAME  
12 BUILDING, MAKES IT VERY EASY FOR US TO BUMP INTO EACH OTHER ON  
13 ANY KIND OF AN ISSUE AND BASIS. I ALSO THINK WE HAVE VERY GOOD  
14 RELATIONSHIPS WITH FOLKS THAT HAVE JOINED THE TABLE LATELY,  
15 ECHOING EILEEN'S POINT, AND I CERTAINLY KNOW HOW TO REACH AMY  
16 AND EILEEN, AND THEY'RE WELCOME TO MOVE INTO THIS BUILDING ARE  
17 AS WELL WE HAVE PLENTY OF ROOM, AND WE CHARGE REASONABLE  
18 RATES. [LAUGHTER] BUT, I DO THINK IT'S TIME TO REFLECT ON WHAT  
19 IS THE SCOPE OF THE MISSION AND HOW CAN WE BE EFFICIENT AND  
20 PROVIDE GOOD GOVERNMENTAL SERVICES. BECAUSE I THINK THE WORK  
21 HAS JUST GOTTEN HARDER, AND I'M NOT SURE GROWTH IS NECESSARILY  
22 THE RIGHT APPROACH HERE. I THINK WE OUGHT TO BE TAKING A LOOK  
23 AT EFFICIENCY, CLAIMING SOME VICTORIES AND REALLY TRYING TO  
24 FIGURE OUT WHAT IS THE INTENT OF THE WORK WE DO IN THIS SPACE.  
25 AND I THINK THE MOU IS A PLACE WHERE THAT CAN BE DEFINED JUST



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1 AS WELL AS THIS ORGANIZATION AND IT ACTUALLY BRINGS IF OUR  
2 PARTNERS A LITTLE MORE EFFICIENTLY THAT ARE NOT PART OF THE  
3 LEGISLATIVE REQUIREMENTS TO BE HERE.

4

5 **MINDY CRAIG:** GREAT. THANKS.

6

7 **PHILLIP FINE:** I'M GOING TO ECHO A LOT OF THE THOUGHTS OF THE  
8 OTHER EXECUTIVE DIRECTORS. WE ALL HAVE -- WE ALL HAVE OUR, YOU  
9 KNOW, LEGISLATIVE MANDATES, AND CORE MISSIONS, AND OBVIOUSLY  
10 OUR PRIMARY DUTY IS TO FOCUS ON THOSE, BUT THERE ARE SPECIFIC  
11 AREAS WHERE, YOU KNOW, THE LACK OF INTEGRATED PLANNING, OR  
12 INTEGRATED IMPLEMENTATION IS HOLDING US BACK, AND I REALLY  
13 THINK WE SHOULD FOCUS ON THOSE AREAS WHERE WE'RE ALL STILL, AS  
14 AN AGENCY MOVING TOWARDS OUR CORE MISSION, BUT THE  
15 COLLABORATION WITH THE OTHER AGENCIES ACTUALLY IS A  
16 MULTIPLYING EFFECT AND ENHANCING EACH OF OUR CORE MISSIONS NOT  
17 NECESSARY HE ADDING TO EACH OF OUR CORE MISSIONS OR ADDING NEW  
18 CORE MISSIONS TO BARC, BUT REALLY FOCUSING ON THOSE AREAS  
19 WHERE NOT ONLY THE OVERLAP AND BENEFITS FOR EVERYBODY BUT ALSO  
20 THE ONES WHERE WE'RE NOT MAKING A LOT OF PROGRESS AS STAFF, OR  
21 EXECUTIVE DIRECTOR, AND WE NEED A PUSH FROM OUR BOARD MEMBERS  
22 TO HELP US COLLABORATE. I WOULD REALLY THINK ABOUT THOSE GAPS,  
23 AGAIN, THERE IS, SORT OF, THIS GAP ANALYSIS WHERE WE'RE NOT  
24 DOING A GOOD JOB THEN LOOKING AT BARC'S, SORT OF, CORE MISSION  
25 IS REALLY, YOU KNOW, INTEGRATED -- I THINK OF IT -- MAYBE THIS



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1 WILL HELP THE DISCUSSION, THERE ARE A COUPLE DIFFERENT AXIS IF  
2 WE WANT TO DISTILL THE WHOLE CONVERSATION DOWN, I'M AN  
3 ENGINEER BY HEART. SO BEAR WITH ME. THERE IS ONE, SORT OF,  
4 AXIS WHERE GOING ANYWHERE FROM JUST COMMUNICATING TO  
5 CONVENING, THEN COORDINATING, COLLABORATING, ALL OF WAY TO,  
6 LIKE, COMBINING AND INTEGRATING, RIGHT? AND THERE HAS BEEN A  
7 LOT OF DISCUSSION TO WHERE DOES IT SIT ON THAT AXIS. THE OTHER  
8 AXIS IS ANYTHING ON PRINCIPLES, POLICY, TO PLANNING TO  
9 PROGRAMS PROJECTS RIGHT SO WHERE CAN BARC ON SPECIFIC TOPICS  
10 LIKE THAT ON AREAS WHERE WE'RE ALL HAVING TROUBLE FIGURING OUT  
11 WHAT THE SOLUTION IS.

12

13 **MINDY CRAIG:** THANK YOU. AMY?

14

15 **AMY HUTZEL:** AMY HUTZEL, EXECUTIVE OFFICER WITH THE STATE  
16 COASTAL CONSERVANCY AND I GUESS WHAT I LOOK BACK ON WHAT BARC  
17 HAS DONE WELL, I DO THINK ABOUT RESILIENT BY DESIGN, AND I  
18 THINK THE IDEA OF DOING REALLY FOCUSED INITIATIVES LIKE RBD,  
19 WHERE YOU ARE BRINGING IN THE RESOURCES -- I THINK IT WAS THE  
20 FORD FOUNDATION. ROCKEFELLER. SORRY. -- THAT PUT IN \$5 MILLION  
21 FOR THAT EFFORT, AND THE CONSERVANCY PUT IN FUNDS, AND YOU  
22 KNOW, WE WERE ABLE TO PULL SIGNIFICANT FUNDS, AND THEN REALLY  
23 DO SOMETHING MEANINGFUL FOR THE REGION THAT ENGAGED  
24 COMMUNITIES AT SPECIFIC SHORELINE LOCATIONS TO THINK ABOUT SEA  
25 LEVEL RISE AND CLIMATE ADAPTATION. YOU KNOW, VERY SPECIFICALLY



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1 IN THEIR NEIGHBORHOOD. AND SOME OF THOSE PROJECTS HAVE GONE  
2 ON, YOU KNOW? THERE'S CONTINUED EFFORTS, LIKE THE NORTH  
3 RICHMOND LEVEE, THE LIVING LEVEE PROJECT. SO, I'M -- YOU KNOW,  
4 I'M A PROJECT FOCUSED PERSON, AND A REGIONALIST, BUT I LIKE  
5 THE TANGIBLE OUTCOMES THAT BARC COULD HAVE AND I THINK THAT  
6 GETS AT SOME OF THE COMMENTS ABOUT INEQUITIES IN THE REGION,  
7 AND SERVING, PEOPLE. I WAS ALSO STRUCK BY THE COMMENTS AROUND  
8 ADVOCACY OR EDUCATION IN SACRAMENTO. THE COASTAL CONSERVANCY,  
9 WE'RE A STATE AGENCY, SO WE CAN'T DO THAT, SORT OF, ADVOCACY,  
10 BUT WE HAD SIGNIFICANT FUNDS FOR SEA LEVEL RISE, AND 392  
11 MILLION OF THOSE FUNDS ARE NOW PROPOSED FOR REDUCTION DUE TO  
12 THE STATE'S FISCAL ISSUES, AND I JUST WONDER WHETHER, YOU  
13 KNOW, SOME OF THE MEMBERS OF BARC, OR BARC AS A WHOLE COULD  
14 HAVE COMMUNICATED, YOU KNOW, WHAT THAT MEANS FOR THE REGION TO  
15 HAVE 392 MILLION OF SEA LEVEL RISE FUNDING CUT FROM THE  
16 BUDGET. AND THEN, I GUESS, ALSO, YOU KNOW, DURING THIS  
17 CONVERSATION, THIS IS NOT SO MUCH ABOUT SUCCESS OF BARC, BUT  
18 JUST THINKING ABOUT THE SAN FRANCISCO BAY RESTORATION  
19 AUTHORITY BEING A MEMBER VERSUS THE STATE COASTAL CONSERVANCY,  
20 THE STATE COASTAL CONSERVANCY WE ARE A STATEWIDE AGENCY, OUR  
21 BOARD MEMBERS ARE NOT LOCAL ELECTED OFFICIALS IN THE BAY AREA,  
22 I DON'T IMAGINE OUR BOARD IS GOING TO BE ENTHUSIASTIC ABOUT  
23 JOINING BARC AS A VOTING MEMBER, HAVING ONE OF OUR CONSERVANCY  
24 BOARD MEMBERS JOINING BARC. BUT MAYBE THROUGH THE SAN  
25 FRANCISCO BAY RESTORATION AUTHORITY, WHICH IS A REGIONAL



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1 AGENCY IS MADE UP OF LOCAL ELECTED OFFICIALS, YOU KNOW, THERE  
2 IS A BETTER MECHANISM, AND CHAIR PINE, DAVE PINE CHAIRS THE  
3 RESTORATION AUTHORITY, SO I MIGHT BE GETTING A LITTLE AHEAD OF  
4 MYSELF, BUT I'M JUST THROWING THAT OUT. THANK YOU.

5

6 **MINDY CRAIG:** THAT'S GREAT. DID I MISS ANYBODY? I THINK WE GOT  
7 EVERYBODY. I THINK THAT'S VERY HELPFUL OF THE WE'RE GOING TO  
8 BE TAKING ALL OF THE INFORMATION THAT YOU HAVE PROVIDED TO US,  
9 AND TRY TO PROVIDE A BIT OF A FRAMEWORK FOR US AS WE GO INTO  
10 WHAT ARE THE POTENTIAL OPTIONS, WHERE SHOULD WE BE GOING, AND  
11 THAT'S GOING TO COME BACK IN JULY TO HAVE YOUR, SORT OF, LIKE,  
12 YES, YOU HAVE HEARD US CORRECTLY, THIS IS THE RIGHT DIRECTION  
13 FOR US TO GO IN TERMS OF CONTINUING THIS, UNTIL, FOR THAT  
14 SEPTEMBER BOARD MEETING. BUT I'M GOING TO THROW IT BACK TO  
15 RANDI TO FINALIZE TODAY. AND APPRECIATE EVERYONE'S TIME HERE.  
16 RANDI IS GOING TO GO OVER OUR NEXT STEPS THEN WE'LL TURN IT  
17 OVER TO ALLISON.

18

19 **RANDI LEE:** THANK YOU FOR YOUR PARTICIPATION TODAY. WE'RE GOING  
20 TO CONTINUE DOING ONE-ON-ONE INTERVIEWS, THEN WE'RE GOING TO  
21 BEGIN LISTENING SESSIONS IN SMALL GROUPS, AS WELL AS WORK ON A  
22 SURVEY FOR STAKEHOLDERS AND PARTNERS. MARK, IN PARTICULAR, IS  
23 GOING TO HELP TO DIVE INTO GOVERNANCE RESEARCH AROUND  
24 DIFFERENT MODELS THAT WE CAN DO, AND WE'LL WORK TOGETHER AND



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1 COME BACK TO YOU AT THE JULY BOARD MEETING WITH AN UPDATE AND  
2 GET SOME ADDITIONAL FEEDBACK FROM YOU.

3

4 **CHAIR, JESSE ARREGUIN:** GREAT. BEFORE WE CONCLUDE WE'LL OPEN UP  
5 FOR PUBLIC COMMENT. WE DO HAVE ONE IN-PERSON SPEAKER. THANK  
6 YOU FOR BEING HERE TODAY, CHARLIE LAVERY, THEN WE'LL GO TO ANY  
7 SPEAKERS ON ZOOM.

8

9 **CHARLEY LAVERY:** GOOD AFTERNOON EVERYONE. THANK YOU FOR YOUR  
10 WORK. CHARLIE LAVERY I'M WITH THE POLICY ADVISORY COUNCIL ALSO  
11 WITH THE OPERATING ENGINEERS UNION RESIDENT OF SAN MATEO  
12 COUNTY AND PACIFICA STAKEHOLDER ON MULTIPLE LEVELS VERY  
13 EXCITED BY THE CONVERSATION AROUND BARC BEING A CONVENER FOR  
14 CLIMATE IMPACT ADAPTATION PARTICULARLY SEA LEVEL RISE. AS A  
15 MEMBER OF THE POLICY ADVISORY COUNCIL I HAVE SEEN MANY OF THE  
16 COMMITTEE MEMBERS HERE KIND OF RESISTANT TO THIS IDEA OF  
17 REGIONALISM. EACH HAS THEIR LITTLE SYSTEM TRYING TO TAKE CARE  
18 OF THEIR CONSTITUENTS. I THINK THERE IS OPPORTUNITY AND NEED  
19 TO COORDINATE AROUND SEA LEVEL RISE AND CLIMATE CHANGE  
20 MITIGATION PROJECTS AND THERE IS SPACE FOR REGIONAL VISION AND  
21 I THINK BARC IS POSITIONED TO TAKE UP THAT SPACE. I CAN'T  
22 THINK OF ANY ISSUE THAT LENDS ITSELF MORE TO REGIONALISM THAN  
23 SEA LEVEL RISE; DESPITE ITS VERY NATURE. YOU KNOW? THE SEA  
24 DOESN'T RECOGNIZE CITY LIMITS, COUNTY LINES. SO, AS A MEMBER  
25 OF THE CONSTRUCTION UNION, THAT WOULD DO MUCH OF THE WORK, I'M





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1 DEFINITELY A STAKEHOLDER, PACIFICA WE HAVE GOT BUILDINGS  
2 FALLING INTO THE OCEAN, AND AS A RESIDENT OF SAN MATEO COUNTY  
3 THAT WOULD BE MOST IMPACTED BY SEA LEVEL RISE, SHALL I QUALIFY  
4 AS A STAKEHOLDER? SO, I'M VERY ENCOURAGED BY THE EMPHASIS IN  
5 THE PRESENTATION AROUND STAKEHOLDER ENGAGEMENT. I'M ALSO  
6 THINKING AS A VETERAN, IF MANY INFRASTRUCTURE PROJECTS, NOT  
7 JUST FUNDING CAMPAIGNS. AND THEY ALL -- WE HAVE HAD A LOT OF  
8 SUCCESSFUL, SOME OF THEM YOU HAVE SEEN HERE, MEASURE AA, THE  
9 WETLAND RESTORATION MEASURE, THE SEA WALL MEASURE, AND THEY  
10 ALL HAVE A COMMON THEME AND THAT'S COMMON SENSE INFRASTRUCTURE  
11 BENEFITS EVERYONE. YOU KNOW, THAT PROTECTS WHAT WE HAVE AND  
12 ENABLES TO US HAVE A SUSTAINABLE ECONOMIC VIBRANCE IN THE  
13 REGION. SO, APPRECIATE EVERYONE LOOKING AT THIS SPACE. IT DOES  
14 NEED TO BE FILLED. AND WE NEED LEADERSHIP THERE. WE NEED  
15 LEADERSHIP. IT IS A REGIONAL MEASURE. SO, THANK YOU. A  
16 REGIONAL ISSUE. SO, THANK YOU.

17

18 **CHAIR, JESSE ARREGUIN:** THANK YOU SO MUCH. ARE THERE ANY  
19 ATTENDEES ON ZOOM WHO WOULD LIKE TO SPEAK? IF SO, PLEASE RAISE  
20 YOUR HAND OR PRESS STAR NINE. I DON'T SEE ANY RAISED HANDS.  
21 WERE THERE ANY WRITTEN COMMENTS SUBMITTED

22

23 **CLERK, SARINA SEATON:** NO WRITTEN COMMENTS SUBMITTED.

24



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1 **CHAIR, JESSE ARREGUIN:** THANK YOU. THAT WILL CLOSE PUBLIC  
2 COMMENT. SO, WE WILL GET UPDATES ON THIS PROCESS AT ALL OF OUR  
3 BOARD MEETINGS. AND I THINK THE GOAL IS HOPEFUL TOW HAVE A  
4 DRAFT BY THE END OF THE YEAR. SO IT'S A VERY ACCELERATED  
5 TIMELINE, BUT I THINK IT'S REALLY IMPORTANT. ACTUALLY, WE KNOW  
6 THERE IS GOING TO BE A LOT OF TURNOVER ON THIS BOARD TOO. I'M  
7 LEAVING, SUPERVISOR PINE IS LEAVING. THERE IS GOING TO BE  
8 TRANSITION, BUT THERE IS ALSO OPPORTUNITY TO TAKE ADVANTAGE OF  
9 THE INSTITUTIONAL MEMORY AND HELP ENSURE WHEN THE NEW BOARD  
10 COMES ON NEXT YEAR THAT WE HAVE A CLEAR FOCUS AND PLAN OF  
11 ACTION. BUT I THINK THIS WAS AN EXCELLENT CONVERSATION AND A  
12 LOT TO WORK WITH, BUT I THINK WE'RE COALESCING AROUND KIND OF  
13 A CLEAR FOCUS. SO, REALLY APPRECIATE YOU HELPING FACILITATE  
14 THIS CONVERSATION TODAY. ALLISON, IS THERE ANYTHING ELSE YOU  
15 WANT TO ADD?

16

17 **ALLISON BROOKS:** I REALLY APPRECIATE EVERYONE'S PARTICIPATION  
18 AND I'M LOOKING FORWARD TO GETTING CLEARER AS WE MOVE FORWARD.

19

20 **CHAIR, JESSE ARREGUIN:** EXCELLENT. SO, WE WILL TAKE GENERAL  
21 PUBLIC COMMENT ON NON-AGENDA MATTERS. ARE THERE ANY MEMBERS OF  
22 THE PUBLIC IN-PERSON OR ON ZOOM WHO WISH TO SPEAK TO AN ITEM  
23 THAT'S NOT ON OUR AGENDA? AND WERE THERE ANY WRITTEN COMMENTS  
24 RECEIVED FOR THIS ITEM.

25



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1 **CLERK, SARINA SEATON:** CHAIR NO WRITTEN COMMENTS RECEIVED FOR  
2 THIS ITEM.

3

4 **CHAIR, JESSE ARREGUIN:** THANK YOU. THAT BRINGS US TO ITEM SEVEN  
5 ADJOURNMENT. THE NEXT MEETING OF THE BARC GOVERNING BOARD WILL  
6 BE FRIDAY JULY 19TH, 2024 AT 10:00 A.M. HERE AT THE METRO  
7 CENTER. AND WITH THAT THIS MEETING IS ADJOURNED. THANK YOU.

8 [ADJOURNED]

9



**NTT**

*Broadcasting Government*