



BARC Work Plan 2020-2022

BARC 2020-2022 Work Plan: Achieving Key Regional Goals

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I. Overview

BARC's work plan for the period of 2020-2022 consists of projects within two broad categories: **Resilient Bay Area**, focused on building resiliency to the impacts of climate change, including sea level rise and flooding, and **Carbon-Free Bay Area**, focused on mitigating climate change through reductions of the emissions of greenhouse gases (GHGs) and harmful air pollutants. Through all of its work, BARC seeks to **level the playing field** in the Bay Area for low-income people and people of color, putting the needs and ideas of socio-economically vulnerable communities first in the selection projects, how they are designed and the community partners that we work with throughout.

BARC and its member agencies are focused on improving both our internal and external processes to help advance racial equity and social justice. In support of this, BARC sponsors its member agencies' participation in the Government Alliance on Race and Equity (GARE), a yearlong training program that builds capacity for addressing systemic racial inequities that have been historically advanced through government policies and that continue to exist in government. Additionally, BARC is focused on supporting meaningful coordination among its member agencies, local jurisdictions and community-based partners in specific socio-economically vulnerable communities to measurably improve outcomes related to health, mobility, affordability and vulnerabilities to flooding, sea level rise and other hazards.

II. Detailed Description of BARC Work Plan Activities

PROGRAM AREA 1: Resilient Bay Area

Through its Resilient Bay Area work, BARC is working closely with its member agencies, local and regional stakeholders, including community-based organizations, and a range of subject-matter experts to advance and coordinate regional efforts on climate resilience. The goal of this work is to support local jurisdictions and the Bay Area region as a whole in proactively preparing for the impacts of a changing climate, with a particular focus on our most socio-economically frontline communities, critical infrastructure and ecological systems.

1. Advanced Adaptation Planning

BARC serves as project manager or co-project manager for three Caltrans SB1 grants received by the Metropolitan Transportation Commission (MTC) focused in areas already vulnerable to sea level rise and flooding. Two of the project areas are building off of the conceptual designs that emerged out of the Resilient by Design Bay Area Challenge (RbD Challenge). MTC is providing matching funds for these grants. Additionally, BARC continues to help advance other projects that emerged from the RbD Challenge.

1.1 South San Francisco - Colma Creek Collector

(SB1 Adaptation Planning Grant)

Partners: MTC/ABAG, BCDC, SCC, Caltrans, SFEI, San Mateo County, City of South San Francisco, Hassell (consultant)

Brief Description: BARC is overseeing a project, funded by an SB1 Adaptation Planning grant, to conduct public outreach and develop adaptation options for Colma Creek in South San Francisco. The project originated from a Resilient by Design concept.

Goal: Successfully develop specific adaptation options, with community involvement, to build resiliency for Colma Creek in South San Francisco.

Deliverables: Hassell completes project scope of work to BARC's satisfaction, including adaptation options and implementation framework.

Timeline: Mar 2019- Feb 2020

Role: BARC serves as Project Manager.

Budget:

\$200,000 (Caltrans SB1 Funds + MTC matching funds);
\$10,000 (BARC) to SFEI for scientific guidance

Activities:

- BARC will oversee completion of project contract deliverables, including hydrology and mobility assessments, implementation framework, and final report
- BARC staff will attend regular meetings with design consultant, City of South San Francisco, and County of San Mateo to provide guidance and track progress on project
- Innovative community engagement plans developed, including South San Francisco Summer Camp with 5th graders and young teens learning about Colma Creek from Orange Park to the Bay via a walking tour.

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1.2 State Route 37 Corridor - Public Access Study (SB1 Adaptation Planning Grant)

Partners: MTC/ABAG, BCDC, SCC, Caltrans, SFEI, SR37 Policy Committee (Marin, Sonoma, Napa and Solano Counties), City of Vallejo, Common Ground (consultant)

Brief Description: BARC is overseeing a scoping report, funded by an SB1 Adaptation Planning grant, that is studying mobility, public access, and public outreach within the San Pablo Baylands. The project originated from a Resilient by Design concept.

Goal: Assess the feasibility of strategies to create and expand appropriate public access to the ecological assets of San Pablo Bay and complete the Bay Trail.

Deliverables: Completion of scoping report, inclusion in Environmental Review process for SR37 adaptation, creative public outreach strategies developed in partnership with the Exploratorium

Timeline: Mar 2019- Mar 2020

Role: BARC is project manager, administering and managing consultant team contract, serving as strategic advisor.

Budget:
\$200,000 (Caltrans SB1 Funds + MTC matching funds);
\$15,000 (BARC) to San Francisco Estuary Institute (SFEI) for scientific guidance

Activities:

- Meetings with Local Stakeholder Group, which includes representatives from the City of Vallejo,
- Final San Pablo Baylands Public Access Scoping Report delivered
- Final report will contribute to SR37 Environmental Review
- Bicycle tour of Skaggs Island along with other creative outreach and education activities led by the Exploratorium and team members

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1.3 Dumbarton Bridge – East Palo Alto Resiliency Study (SB1 Adaptation Planning Grant)

Partners: MTC/ABAG, BCDC, SCC, Caltrans, SFEI, San Francisquito Creek JPA, San Mateo County, City of East Palo Alto, City of Menlo Park, Acterra, AECOM (consultant), Nuestra Casa (consultant), BARHII (consultant)

Brief Description: The project team is conducting a detailed sea level rise and flooding analysis for the Dumbarton Bridge West Approach and the City of East Palo Alto to understand the impacts to the community, infrastructure, ecosystems and economy due to flooding. The team is working directly with Nuestra Casa to further build off of community capacity building efforts started through the ART Bay Area project.

Goal: Work in partnership with key community stakeholders to develop a climate adaptation implementation plan for the project area. Create a model toolkit for partnerships between public agencies and community.

Timeline: February 2019 – May 2020

Role: BARC is assisting MTC staff in managing this project.

Budget: \$300,000 (Caltrans SB1 Funds) + MTC Matching Funds \$70,000 (BARC) for robust public engagement effort

Activities:

- Working with local community-based organizations through BARHII to build climate adaptation capacity.
- Convening sessions to facilitate community input on adaptation strategies.
- Creating a model toolkit for community engagement partnerships between public agencies and the community, and providing associated training sessions
- Conducting focus area exposure analysis to understand flooding patterns.
- Identification of near-term and long-term adaptation strategies, coordinating and leveraging existing studies.

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1.4 Resilient by Design Bay Area Challenge: Continued Monitoring and Implementation

Partners: SCC, SFEP, BCDC, Bay Area Council, SPUR, SFEL, cities and counties

Brief Description: In addition to the SB1-funded projects listed above, BARC is working to advance work on projects emerging from Resilient by Design through various strategies.

Goal: Move Resilient by Design projects towards implementation by leveraging new and existing sources of funding, while continuing to coordinate across project teams and stakeholders to advance project work and share information on status of different projects.

Timeline: 2019-2022

Role: BARC is the lead entity responsible for ongoing communication, management and implementation of Resilient by Design project.

Budget: Currently allocating remaining funds raised for RBD Challenge to support work. \$60,000 (\$30,000 each) to San Francisco Estuary Partnership and The Watershed Project to advance horizontal levee project with the West County Waste Water District and Contra Costa County. Identifying additional funds as necessary.

Activities:

- Updating BARC website to provide project updates for Resilient by Design project areas, in coordination with Rebuild by Design.
- Managing SB1 Adaptation Planning Grants advancing progress on RbD concepts in three locations (see 1.1, 1.2 and 1.3 above).
- Supporting yearlong effort to advance horizontal levee in North Richmond with The Watershed Project and SFEP.
- Speaking at conferences and other events about the project, lessons learned and ongoing efforts.

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2. Adapting to Rising Tides (ART) Bay Area

ART Bay Area is a 3-year project that has produced a regional risk and vulnerability assessment, identified key multi-benefit strategies to address vulnerabilities across different asset categories, modelled a new approach to public participation with community-based organizations in East Palo Alto and East Contra Costa County, and provided essential data and processes to feed into Plan Bay Area 2050 and its incorporation of sea level rise. The project is concluding at the end of calendar year 2019, but the project team will focus on integrating the findings into Plan Bay Area 2050 and other key regional planning efforts over the following year.

Partners: BCDC, MTC/ABAG, Caltrans

Consultants: AECOM, BARHII, Nuestra Casa, Yuca, Ensuring Opportunity

Brief Description: A comprehensive regional-scale assessment of the current and future flood vulnerabilities of the region's transportation system, Priority Development Areas (PDAs), Priority Conservation Areas (PCAs) and socio-economically disadvantaged communities.

Goal: This project will provide an assessment framework to help prioritize regional investment in a range of multi-benefit adaptation projects, putting the concerns of frontline, vulnerable communities front and center. Project will help develop a more effective approach to community capacity building and public engagement through a partnership with the Bay Area Regional Health Inequities Initiative (BARHII) and community-based partners in East Palo Alto (Nuestra Casa and Yuca) and East Contra Costa (Ensuring Opportunity).

Timeline: Fall 2016- Fall 2019, with ongoing integration of data in regional planning efforts through 2021

Role: BARC serves as Project Manager

Budget:
\$800,000 (Caltrans Sustainable Communities Grant)
\$400,000 (MTC)

Activities:

- Prepare public communication strategy to share regional vulnerability assessment findings, integrate findings into Plan Bay Area 2050 and other regional adaptation planning efforts.
- Integrate Regional Assessment Framework, with indicators for each asset category, into regional adaptation planning efforts.
- Utilize adaptation strategies developed for two locations to model use of assessment framework.
- BARHII established partnership agreements with Nuestra Casa and Ensuring Opportunity for their work leading community capacity building and public engagement in East Palo Alto and East Contra Costa respectively over the course of the project.

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3. Horizon/Plan Bay Area: Integrating Sea Level Rise

MTC initiated a new planning process, *Horizon*, that is intended to inform preparation of Plan Bay Area 2050, currently under development and planned for adoption by MTC/ABAG in 2021. The goal of Horizon is to explore how the Bay Area Region should respond to future uncertainties by examining a suite of potential “external forces” that may arise through 2050, as well as a range of policy responses and investment decisions that can respond these forces in a manner consistent with Plan Bay Area 2040 objectives. This work will result in the inclusion of sea level rise strategies in Plan Bay Area 2050.

Partners: MTC/ABAG, BCDC, SCC, SFEP, SFEI

Consultants: AECOM

Brief Description: BARC is working with MTC/ABAG and BCDC to incorporate ART Bay Area findings into the Plan Bay Area 2050 report with some additional tasks added that align with MTC/ABAG timeline and goals for Plan Bay Area 2050.

Goal: The goal is to identify strategies to be incorporated in the Plan Bay Area 2050 Environmental Impact Report (EIR); Advance understanding of existing possible adaptation funding sources in the region that could be accessed to fund strategies over 30-year period of PBA 2050.

Timeline: Fall 2019 – 2021

Role: BARC to serve as a convener, strategic advisor, contract manager over the course of the project.

Budget: MTC/ABAG is contributing an additional \$75,000 to the ART Bay Area contract to expand the scope of work to incorporate key information and findings into Plan Bay Area 2050.

Activities:

- AECOM developed cost estimates for a range of adaptation strategies. BARC, BCDC, MTC/ABAG informed and vetted this work.
- Through a series of meetings, the project will define and describe regional sea level rise framework (as developed through ART Bay Area); define and describe possible strategies to incorporate in Plan Bay Area 2050; Synthesize work-to-date in a draft paper.

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4. Regional Adaptation Framework

An effort involving key regional leaders and stakeholders to develop a long-term approach to managing climate adaptation at the regional scale and supporting local implementation of multi-benefit projects.

Partners: BCDC, MTC/ABAG, SCC, SFEP, SFEI, SPUR, Bay Area Council, CHARG, BayCAN, and other critical stakeholders.

Brief Description: A series of meetings that will deliver a bay-wide, stakeholder-driven regional approach that establishes criteria for prioritizing multi-benefit adaption projects and actions that will address the most critical flood risks posed to the region by sea level rise.

Goal: Achieve further clarity on governance and financing for climate adaptation. Implement a long-term vision and action plan to protect communities and the natural and built environment; support near-term investments in green and gray projects (and those in between) of regional significance; align existing resources and seek new funding to support sea level rise adaptation measures at the local and regional scale.

Timeline: 2019-2021 (aligned with Plan Bay Area)

Role: BARC to serve as a convener, strategic advisor, contract manager over the course of the project.

Budget: BARC may apply funds to support project as necessary.

Activities:

- Serving on Advisory Council for BCDC-led effort
- Supporting ongoing effort to identify opportunities for integration between Plan Bay Area and any regional adaptation plan
- Supporting smaller work group to develop materials for review by Advisory Council.

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5. Advocacy at State Level – Resilient Bay Area

Brief Description:

BARC is supporting its Resilient Bay Area work through targeted legislative or programmatic actions at the state level. Work in this area will include advocating for increased funding for planning and implementation and addressing governance issues. Advocating for changes to state funding programs to better support interdisciplinary multi-benefit climate adaptation planning and implementation at the local level.

Goal:

Influence key state legislative and programmatic developments to facilitate the development and funding of climate resiliency projects in the Bay Area.

Measures:

Dollar amount of new funds made available for resiliency projects; inclusion of improved resiliency provisions and language in state-level transportation planning and funding guidelines.

Timeline:

Ongoing, focus on legislative sessions in 2020 and 2021.

Role:

BARC is working with legislative staff from member agencies and with external partners to craft recommended language for legislation or programmatic changes in state agencies.

Activities:

- Attend workshop and information sessions organized by state agencies.
- Work with member agency legislative staff to coordinate messaging on climate resiliency-related transportation planning and funding guidelines.

PROGRAM AREA 2: Carbon-Free Bay Area

Through its Carbon-Free Bay Area work, BARC develops and supports projects that reduce emissions of greenhouse gases and harmful air pollutants, with a focus on the most impacted socio-economically vulnerable communities.

1. West Oakland AB617 Implementation: Focus on Mobile Sources

BARC is working with its member agencies to support AB 617 implementation activities developed with local leaders in West Oakland. BARC will help identify strategies that align the interests of its member agencies, with a focus on supporting an integrated approach by BAAQMD and MTC/ABAG to improve air quality and reduce GHG emissions by mobile sources.

Partners: BAAQMD, MTC/ABAG, BCDC

Brief Description: BARC is coordinating between member agencies to facilitate the implementation of AB617 strategies in West Oakland. BARC can support strategy implementation identified by local communities that could benefit from an integrated approach by BAAQMD and MTC; where collaboration among agencies can help achieve desired outcomes with greater impact.

Goal: Identify strategies that achieve targets and goals laid out in member agency planning documents (e.g., Plan Bay Area, Clean Air Plan), and where collaboration between agencies is essential to successful implementation. Influence important investments in transportation and mobility, land use, and more to improve air quality and GHG reductions in AB617 communities. Help build institutional capacity to implement West Oakland Community Action Plan within agencies and the local community.

Timeline: 2019-2022: BARC will support specific implementation strategies identified by stakeholders in AB 617 communities, with West Oakland being a starting point.

Role: BARC is coordinating among BAAQMD and MTC/ABAG staff. BARC will integrate BCDC staff into projects when involving coastal hazards, including flooding and sea level rise.

Budget: BARC budget could support coordination activities.

Activities:

- BARC is initiating coordination between BAAQMD and MTC/ABAG staff to identify agency resources and institutional barriers to implementation.
- BARC, alongside BAAQMD and MTC/ABAG staff, will work to leverage agency resources to support West Oakland Community Action Plan Steering Committee priorities.

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2. Building Electrification

BARC is partnering with BAAQMD, BayREN, local governments, and external organizations to accelerate and facilitate the reduction of greenhouse gas emissions through the electrification of new and existing buildings in the Bay Area. With the assistance of a consultant, BARC and BAAQMD are exploring strategic electrification opportunities across the region, including model ordinances, regional incentives for heat pumps or other equipment, and consumer education campaigns. BARC has joined the Building Decarbonization Coalition to enhance knowledge-sharing and collaboration between BARC's member agencies and electrification initiatives across California.

Partners: BAAQMD, BayREN, Building Decarbonization Coalition, cities and counties.

Consultants: Neil DeSnoo (building decarbonization expert).

Brief Description: The project team is developing a *Local Government Building Decarbonization Policy Toolkit* to facilitate the electrification of existing buildings in the Bay Area by providing local governments with resources and guidance necessary to select and adopt building decarbonization measures, including model ordinances and reach codes. The *Toolkit* is a web resource that will be kept on the Building Decarbonization Coalition's website.

Goal: Reduce GHG emissions and harmful pollutants from existing buildings in the Bay Area by facilitating the scale-up of policies that increase energy efficiency and reduce natural gas usage.

Measures: Increased adoption of zero-emission/electric appliances in existing buildings; reduction in GHG emissions from residential or commercial natural gas use in buildings; increased consumer awareness of induction cooking appliances.

Timeline: Project deliverables are expected to be completed in Q1 of 2020.

Role: BARC is project manager along with BAAQMD and the Building Decarbonization Coalition.

Budget: Air District funds are being used for this project. BARC budget could be used for additional work after the completion of the current contract.

Activities:

- BARC and BAAQMD are overseeing a contract with a building decarbonization expert to develop the *Local Government Building Decarbonization Policy Toolkit*.
- BARC joined the Building Decarbonization Coalition to enhance knowledge-sharing and collaboration with electrification initiatives across California.

III. Leveling the Playing Field: BARC and the Government Alliance on Race and Equity (GARE)

BARC continues to sponsor staff participation in yearlong GARE trainings. All BARC member agencies are members of GARE, which allows them to connect to the network of other agencies who are participating and reduces the overall cost of sponsorship. BARC integrates the principles of GARE into its work, as identified in its **Level Playing Field** approach to our program areas, which is described at the beginning of this Work Plan.

Appendix A: Matrix of BARC Work Areas and Relevant Agency Planning Goals

BARC Work Area	 Plan Bay Area 2040	 2017 Clean Air Plan	 Bay Plan
BARC Work Area: Resilient Bay Area			
Advanced Adaptation Planning	• Enhance climate protection and adaptation efforts (Action Plan Objectives, Resilience) • Coordinate regional programs to preserve and expand natural features that reduce flood risk, strengthen biodiversity, enhance air quality, improve access to urban and rural public space (Resilience Actions)		• Wherever feasible and appropriate, effective, innovative sea level rise adaptation approaches should be encouraged. (Climate Change policies, 5) • Transportation projects should be designed to maintain and enhance visual and physical access to the Bay and along the Bay shoreline (Transportation policies, 4)
Adapting to Rising Tides (ART) Bay Area	• Develop a regional governance strategy for climate adaptation projects (Resilience Actions) • Provide stronger policy leadership on resilient housing and infrastructure (Resilience Actions)		• To inform shoreline planning processes, prepare a risk assessment incorporating the best available scientific data (Climate policies, 2)
Horizon/Plan Bay Area: Integrating Sea Level Rise	• Develop a regional governance strategy for climate adaptation projects (Resilience Actions) • Provide stronger policy leadership on resilient housing and infrastructure (Resilience Actions)	• To protect the Bay Area, the effort to reduce GHG emissions in the region must be coupled with a coordinated adaptation and resilience program to strengthen the Bay Area's ability to cope with the impacts of climate change... (Chapter 3, Greenhouse Gases and Climate Change Impacts) • Achieving a resilient Bay Area that can cope with the impacts of climate change requires a coordinated and comprehensive approach that brings together all levels of government with the private, non-profit, academic and community-based sectors. (Chapter 3, Greenhouse Gases and Climate Change Impacts)	• ...The Commission should continue to take an active role in Bay Area regional transportation and related land use planning affecting the Bay, particularly to encourage alternative methods of transportation and land use planning efforts that support transit and that do not require fill (Transportation, Policies, 1)

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Regional Adaptation Framework	• Develop a regional governance strategy for climate adaptation projects (Resilience Actions)		• ...Formulate a regional sea level rise adaptation strategy for protecting critical developed shoreline areas and natural ecosystems, enhancing the resilience of Bay and shoreline systems and increasing their adaptive capacity. (Climate Change, Policies, 6)
Advocacy at State Level: Resilient Bay Area	• Support state legislative or funding opportunities that advance the objectives of this Action Plan (Housing Actions) • Provide stronger policy leadership on resilient housing and infrastructure (Resilience Actions)	• Advocacy: Support legislative action at the federal or state level and advocate for funding to support implementation of the measures in the 2017 control strategy (ES/6)	
BARC Work Area: Carbon-Free Bay Area			
AB617 Implementation: Focus on Mobile Sources	• Meet increased regional GHG target of 19% reduction in per capita passenger vehicle GHG emissions by 2035 (Climate Protection, SB 375 2018 update) • Reduce adverse health impacts associated with air quality, road safety and physical inactivity by 10%. (Healthy and Safe Communities) • Increase non-auto mode share by 10%. (Transportation System Effectiveness)	• Reduce motor vehicle travel by promoting transit, bicycling, walking and ridesharing. (ES/4-6) • Direct new development to areas that are well-served by transit, and conducive to bicycling and walking. (ES/4-6) • Promote the use of clean fuels and low- or zero-carbon technologies in trucks and heavy-duty equipment. (ES/4-6)	
Building Electrification		• Switch from natural gas to clean electricity, or other renewable energy, for space and water heating, clothes drying, cooking, and other domestic uses. (ES/3) • Promote energy and water efficiency in both new and existing buildings. (ES/4-6)	
BARC Work Area: Achieving Racial Equity			
BARC and the Government Alliance on Race and Equity	• Decrease share of lower-income households' budgets spent on housing and transportation (Equitable Access) • Increase share of affordable housing (Equitable Access) • Do not increase share of households at risk of displacement (Equitable Access)	• We must address climate change to protect our most vulnerable communities and promote social equity. (Ch. 1, Purpose and Vision) • ...Government also must work to ensure that the transition to a carbon-free future promotes social equity (Ch. 1, Purpose and Vision)	• Financial and other assistance is needed to achieve regional equity goals and help everyone be part of resilient shoreline communities (Climate Change, Findings, n)

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Appendix B: BARC FY20 Approved Budget

BARC DRAFT BUDGET FY2019 (07/01/19 - 06/30/20)

	% Assumptions	Cost	Notes
Salaries		\$ 312,273	Executive Director, Program Coordinator
Benefits	53%	\$ 165,505	
Indirect Rate	50%	\$ 238,889	Covers expenses for part-time admin support, Clerk for Governing Board meetings, human resources, contracting, office expenses.
Subtotal		716,667	
Project Expenses:			
Website maintenance		\$ 15,000	
Government Alliance on Race and Equity (GARE)		\$ 24,000	Covers participation of staff from BARC member agencies
Metro Talks Speaker Series		\$ 10,000	2 times/year, cost of refreshments and building mgt
Travel Expenses		\$ 10,000	
Memberships		\$ 2,000	Funders Network, GARE
Subtotal		\$ 61,000	
Contingency		\$ 100,000	to support consultants, technical support and expertise needed to advance shared workplan
Total		\$ 877,667	
AGENCY CONTRIBUTIONS			
MTC/ABAG Total (40% =)		\$351,067.00	
BAAQMD Total (40% =)		\$351,067.00	
BCDC Total (20% =)		\$175,533.00	
		\$ 877,667	