

**Introduction:**

BARC's purpose is to increase productive collaboration among its member agencies to help achieve improved policy, planning and project outcomes for Bay Area residents. BARC can facilitate the identification of and address nascent and long-term crosscutting regional issues in areas that are relevant to more than one member agency and/or where no single member agency is responsible.

For the Fiscal Year 2025-2026 Annual Work Plan, BARC will continue to focus on advancing measurable progress in meeting climate mitigation and climate resilience goals at the local, regional and state levels. Working from the Interagency Regional Flooding and Sea Level Rise (SLR) Memorandum of Understanding (MOU) approved in July 2024, BARC has clear roles and responsibilities outlined that are essential in helping the participating agencies to align efforts, expertise, and core functions to support the delivery of priority, multi-benefit, flood risk management projects across the Bay Area. Additionally, the Work Plan includes an emerging area of work focused on strategies to support jurisdictions use of green infrastructure in communities to address issues like extreme heat, poor air quality, stormwater management, ecological restoration, as well as creating improved conditions for safe and enjoyable walking and biking.

BARC staff will work with the BARC Governing Board, Executive Leaders Management Team and others to identify opportunities to bring other cross-cutting issues forward for Board conversation and consideration.

BARC WORKPLAN: Fiscal Year 2025-2026

Organizational Management: BARC is a consortium of member agencies working collaboratively to identify and prioritize critical regional issues, catalyze regional action, and raise a unified voice to enable advocacy and delivery of resources to the Bay Area. The collaborative work is guided and informed by the executive leaders of the originating member agencies of ABAG, Air District, BCDC and MTC, a Governing Board comprised of appointees from those agencies, and cross-agency staff teams formed around specific issues and project areas. BARC staff helps support these different entities and is ultimately responsible for executing on priorities that emerge.

Activity	Description	Participants	FTE (est.)	Deliverable/Outcome
BARC Governing Board Meetings and Board Management	Ensure Board meetings are scheduled with properly posted agendas, presenters, and locations. Ensure new board members understand BARC's roles and responsibilities. Create environment for Board member discussion and contribution.	Air District, ABAG, MTC, BCDC, SCC, Caltrans D4, Water Board	.2	<ul style="list-style-type: none"> • 3 meetings annually (minimum) • Approve Budget and Workplan • Ad Hoc meetings as needed
BARC Executive Leaders' Management Team Meetings and Relationship Management	Help develop Governing Board meeting agendas and co-development of the Annual Work Plan. Deputy Directors meet with BARC staff every two months, or more as needed. Executive Directors meet at least one month prior to Governing Board meetings.	Air District, ABAG, MTC, BCDC (and SCC, Caltrans D4, Water Board as needed)	.2	<ul style="list-style-type: none"> • Co-create annual Workplan and Budget • 3 Governing Board agendas
Cross Agency Resilience Working Group Meetings and Partner Management	Convene member agency staff monthly to coordinate, share information, and update progress on technical assistance, funding, legislative priorities, and shared activities and initiatives	ALL MEMBER AGENCIES	.1	<ul style="list-style-type: none"> • Increased inter-agency collaboration • Lift up emerging issues of significance
BARC Website	Maintain organizational website to provide information, resources.	BARC Staff	.02	<ul style="list-style-type: none"> • Share information with public and partners
		SUBTOTAL	.52	

WORK PLAN PROJECTS

These projects are managed and facilitated by BARC staff either as lead, or co-lead

Activity	Description	Partners	FTE	Deliverable/Outcome
Growing Green Infrastructure for Climate Resilience and Air Quality Improvement	<ul style="list-style-type: none"> Plan and facilitate working group to seek opportunities to support green infrastructure to help in adaptation and to reduce exposure to air pollution and encourage active transportation (e.g. urban greening and complete green street measures). (Josh, Allison) Literature review and case studies to develop shared talking points and regional guidance on best practices, strategies for overcoming barriers to implementation. (Consultant services are anticipated and included in the BARC annual budget, under Consultant Support, pending approval) Plan and facilitate Regional Forum and Workshop series (Josh) 	Air District, MTC/ABAG, Caltrans D4	.6	<ul style="list-style-type: none"> 10+ Working Group meetings Green Infrastructure Best Practices Guidance Resources Regional Forum for Practitioners Workshop Series
Expanding Resources for Flood and Sea Level Rise Project Delivery	<ul style="list-style-type: none"> Co-plan/facilitate working group to develop strategies for seeking, securing, and distributing state, federal and private sector funding for climate resilience projects (Allison) Support coordination across state and federal funding agencies; help develop funding proposals for state and federal funding (Allison) Work w/ US Army Corps of Engineers to advocate for, secure, and scope bay wide SLR study (Allison) Engage with relevant staff from member agencies on state-level policymaking as necessary (Allison) 	ABAG/MTC, BCDC, SCC, Caltrans D4, Water Board	.3	<ul style="list-style-type: none"> Joint letters to congressional delegation and state legislators Strategic coordination Guide Scope of Work for Army Corps Study

Regional Climate Resilience Technical Assistance (TA)	<ul style="list-style-type: none"> • Convene member agencies to advance an approach for funding and delivering local technical assistance, with a specific focus on the future roles and responsibilities of ABAG/SFEP and BCDC. (Josh) • Develop strategies for communication, implementation, and updating inventory (Josh) 	ALL MEMBER AGENCIES	.2	<ul style="list-style-type: none"> • Regional SLR TA Offerings Inventory and Directory • Recommendations to Cross Agency Working Group
		SUBTOTAL	1.10	

Advisory Role: BARC staff are engaged in several on-going and/or time-limited Advisory Committees for regional and sub regional planning and project development efforts, the State's Integrated Climate Adaptation and Resilience Program, and for recurring forums and summits.

Activity	Description	Partners	FTE (est.)	Deliverable/Outcome
Knee Deep Times Online Publication	Funder and advisor for publication, help guide content. (included in BARC annual budget, pending approval)	SFEP, SCC, BCDC	.03	<ul style="list-style-type: none"> • 12 issues of <i>KneeDeep Times</i>
Metro Talks Speaker Series	Large-scale talks on timely issues hosted in Bay Area Metro Center (included in annual BARC budget, pending approval)	ALL MEMBER AGENCIES	.05	<ul style="list-style-type: none"> • Sponsor and host at least one event
Bay Area Regional Climate Action Plan (BARCAP)	Continue to inform and participate in BAAQMD-led Bay Area Regional Climate Action Plan, including Natural and Working Lands Subcommittee	Air District, SFEP, MTC	.05	<ul style="list-style-type: none"> • Finalize recommended strategies and measures
Governor's Office of Land Use and Climate Innovation, Integrated Climate and Resilience Program, Technical Advisory Council	BARC ED appointed to statewide Technical Advisory Council; share land use issues and climate resilience work underway in Bay Area; learn from state agencies and other region working on similar/related projects.	Governor's Office of Land Use and Climate Innovation	.05	<ul style="list-style-type: none"> • Networking with state agencies and colleagues • Timely information on state funding, priorities, and policy
Sub-regional planning and project development (Direct Engagement)	<ul style="list-style-type: none"> • North Richmond Horizontal Levee • San Rafael – Canal District • Oakland Alameda Adaptation Committee • Colma Creek – South San Francisco 	Various	.1	<ul style="list-style-type: none"> • Track progress and needs • Maintain local agency and community relationships

BayAdapt Implementation Coordination Group (ICG)	Support planning and participate in quarterly BayAdapt Implementation Coordination Group meetings (Allison)	BCDC	.05	Advance BayAdapt Joint Platform
Sea Level Rise Funding and Investment Strategy	Participate in Steering Committee to provide strategic direction (Allison)	BCDC, MTC	.05	Regional project prioritization criteria
		SUBTOTAL	.38	
		TOTAL	2.2	

Attachments
Detailed Work Plans

BARC Work Plan FY2025-26

Growing Green Infrastructure for Climate Resilience and Mitigation

Problem Statement:

Over time urbanization of watersheds has hardened the landscape, compromised essential environmental services, and contributed to heat island effects. Where undeveloped green spaces and trees used to intercept and absorb rainfall, impervious surfaces (such as rooftops and asphalt) now generate excess water runoff that overwhelms undersized drainage infrastructure. Climate change threatens urban watersheds with more intense rainstorms, heat waves, drought, and wildfire. Green infrastructure measures, which for this project includes Urban Greening and Green, Complete Streets strategies, can: 1) reduce localized flooding that disrupts transportation, 2) capture trash and gross litter for collection, 3) filter and treat water- and air pollution, 4) reduce ambient air temperature, and 5) make the public right-of-way safer and more inviting for pedestrians and cyclists.

Regarding whom has authority to address these issues, county and municipal governments have jurisdiction over land-use, the public right-of-way, and public parks. Similarly, the California Department of Transportation (Caltrans) has jurisdiction over state route transportation corridors in the Bay Area that are heavily trafficked with polluting vehicles. Despite these authorities, jurisdictions and agencies face a host of barriers to incorporating green infrastructure strategies in their capital projects planning and implementation programs. These barriers include the need to introduce more complex engineering approaches over conventional designs, competing uses in the right-of-way, and additional operation and maintenance obligations. Each of these represents added costs and time for resource constrained agencies. Some additional problems include tree selection to minimize air pollutants and maximize carbon sequestration, physical arrangement of trees to maximize air quality exposure benefits.

Opportunity Statement:

Green Infrastructure is a strategy that incorporates the principles and goals of Urban Greening¹ and Active Transportation² for both climate adaptation and mitigation benefits, such as resilience to increased storm intensities and greenhouse gas emission reduction and sequestration. BARC sees an important outcome of this project being the creation of a more enabling environment for green infrastructure implementation at scale across the region.

Both the Bay Area Air District (Air District) and the Metropolitan Transportation Commission (MTC) are enlisting BARC to help facilitate a collaborative project to develop regional strategies, guidance materials and resources to help jurisdictions meet the challenges of urban greening and green

¹ The California Natural Resources Agency's Affordable Housing and Sustainable Communities (AHSC) program defines Urban Greening* as "the incorporation of greenscaped pedestrian and bicycle trail systems, urban street canopy, green alleys, drought tolerant and native species landscaping and landscape restoration, green roofing, community gardens, natural infrastructure and stormwater features into public open spaces.

² The California Department of Transportation's *Active Transportation Program (ATP): Eligible Infrastructure Costs Guidance* (2023) from the states "Incidental construction required to benefit eligible activities (such as environmental mitigation, drainage, stormwater management and water pollution prevention, historic preservation, utility relocation, pavement rehabilitation in bike lanes) is intrinsically eligible for ATP funding."

infrastructure planning, implementation, and maintenance. While the two agencies approach these issues with a different mission orientation (e.g. improving air quality and advancing more sustainable multi-modal transportation, respectively), green infrastructure strategies can meet both priorities concurrently. Early project deliverables can include advancing green infrastructure/urban greening policy and science into policies and investments. For the Air District these include incorporating Urban Greening and Green Infrastructure as Natural and Working Land measures in the Bay Area Regional Climate Action Plan (BARCAP) process. The Air District is also looking to allocate significant penalty funds for community investments that are likely to include urban greening as a priority. MTC is allocating \$40M to jurisdictions to develop a pipeline of active transportation project designs eligible for implementation resources, with green infrastructure (Green Complete Streets) being an eligible component of that investment. Other potential intersections with MTC programs include its Complete Streets Policy and Checklist, One Bay Area Grant Program guidelines, and Priority Conservation Area and Priority Development Area programs.

Work Plan

Task 1 Technical Advisory Group

Confirm staff from the Air District, MTC, and Caltrans District 4 to serve on a technical advisory group (TAG) to guide and participate in what is likely a two-year effort. Initially, this group will meet every two weeks to refine the Year One project scope, milestones, and timeline and co-create a Request for Proposals (RFP) for consultant support. After this, the group will meet monthly to help guide the consultant team, discuss issues of mutual, overlapping concern, and identify resources and/or related opportunities to advance an integrated work program on this topic. Additional entities will be invited as the effort matures and takes shape.

Task 1 Deliverables, Year One

1.1 Kick-Off Meeting

1.2 On-Going Coordination of TAG (10-12 meetings), Agendas and Notes

1.3 Request for Proposals for Consultant Support

1.4 Consultant Selection Process

Task 2 Research Phase

Green infrastructure and urban greening are types of nature-based strategies employed to various degrees across the country and across the world to promote climate adaptation and mitigation benefits. Monitoring reports and studies have looked to both quantify (measurable effects) and qualify (by types and assemblages) the multiple benefits and life-cycle costs of green infrastructure compared to conventional engineering. This task includes literature review to better understand associated quantifiable air quality, public health, GHG reduction, and water quality benefits.

In addition to the literature review, the project will interview residents, businesses, city/county staff, and other stakeholders to compile lessons learned from successful implementation. The TAG will advise on literature review goals and will provide the consultant team with leads on studies and programs to consider for the research. A key outcome will be shared talking points/strategies around

the efficacy of green infrastructure and urban greening that can be used to communicate internally across partner agency divisions/departments and with the public.

Task 2 Deliverables Year One

2.1 Literature Review and Interview Guidance

2.2 Easy-to-digest Literature Review Findings report

2.3 Easy-to-digest Lessons Learned report from implemented projects

2.4 Shared science-backed talking points for partners

Task 3 Regional Best Practices Guidance

The project team, with support from a consultant team, will develop best practices resources for green infrastructure and urban greening based on the literature review findings, lessons learned, and emerging opportunities from the TAG. These resources will acknowledge the challenges and issues facing jurisdictions and provide strategies for overcoming them. Particular attention will be paid to:

- recommended plant species and densities that protect air quality for various scenarios
- internal street improvement design and engineering workflows for greening assessment
- options and examples for sustained local funding mechanisms for local cost match for grants and long-term operations and maintenance.

This task intersects with BARC's Regional Technical Assistance Working Group for flooding and sea level rise, also the BARC FY25-26 Work Plan. The Regional TA Working Group will help determine where and how these resources are made available.

Task 3 Deliverables Year One

3.1 Suite of best practices resources

3.2 Distribution plan for materials

Task 4 Regional Forum

The project team will plan and implement a large-scale full day gathering of local and county public agency staff, climate groups and planners, regulators, community and environmental organizations, and other stakeholders to share and learn about the importance and challenges of green infrastructure and urban greening. This Forum would include the latest science on trees and vegetation for co-benefits, local case studies, funding opportunities, and identification of technical support available. Ideally the Forum will be held in the Spring of 2026 and is not predicated on the completion of Task 4. The goal of the Regional Forum is to share information, test drive shared messaging, and inform subsequent workshops (Task 5) for Year Two.

Task 4 Deliverables Year One

4.1 Planned and Implemented Regional Forum

4.2 Presentation content posted on-line as Technical Assistance

4.3 Real-time and post-event survey

Task 5 Workshop Series

The project team, or a sub-group with other partners, will use findings and opportunities identified in Tasks 2-4 to inform workshop target audiences, themes and content. Target audiences may include

elected officials and public works managers to increase awareness of benefits, costs, funding options, and public sentiments. Another potential workshop series target audience would be community leaders, elected officials, and public agency staff within an Air District Community Air Protection Program communities receiving penalty funding. This will be determined by the TAG.

Task 5 Deliverables Year Two

5.1 Planned and Implemented Workshop Series (2-4 events)

5.2 Presentation content and supporting materials posted on-line as Technical Assistance

5.3 Real-time and post-event survey

Project Schedule:

Task #	Work to be Performed/Deliverables	Completion Date
1.1	Kickoff Meeting	July 15, 2025
1.2	Ongoing Coordination (18 months)	December 30, 2026
1.3	Request for Proposals	August 15, 2025
1.4	Consultant Selection Process	September 30, 2025
2.1	Guidance for Literature and Interviews	November 1, 2025
2.2	Literature Review Findings Report	January 15, 2026
2.3	Lessons Learned Report	March 15, 2026
2.4	Develop Shared Talking Points	April 15, 2026
3.1	Best Practices and Guidance Resources	May 15, 2026
3.2	Distribution Plan and Execution	June 1, 2026
4.1	Regional Forum Planned and Implemented	April 30, 2026
4.2	Post Regional Forum Content	May 15, 2026
4.3	Regional Forum Surveys	May 15, 2026
5.1	Workshop Series Planned and Implemented	November 30, 2026
5.2	Post Workshop Content	December 15, 2026
5.3	Workshop Surveys	December 15, 2026

Assumed Resources Available:

- BARC: Staff time: 0.5 FTE (Josh Bradt); Consultant budget: \$250,000
- Air District: Staff time for TAG, limited (David Ralston, Forest Abbott-Lum, Samuel Garcia, Michael Flagg, Greg Nudd); BARCAP consultant support for associated GHG inventory/analyses
- MTC: Staff time for TAG, limited (Terese Trivedi, Tony Deng, Mallory Atkinson, Ben Botkin, Kara Oberg, Matt Maloney)
- Caltrans D4: Staff time for TAG, limited (TBD)

BARC FY2025-26 Workplan Outline
Expanding Resources to Support Adaptation Projects
that Manage Risks of Flooding and Sea Level Rise

The BARC Interagency Flooding and Sea Level Rise Memorandum of Understanding (MOU) outlines a lead role for the State Coastal Conservancy, with support from BARC staff, to organize people, organizations, and agencies in delivering resources to the region to address flooding and sea level rise risks. A driver behind the MOU is that our region is competing with other regions around the state and country for limited resources to implement multi-benefit adaptation projects. This effort is a recognition that we are stronger working together in advancing strategic and coordinated proposals for state and federal funding for project implementation and helping to inform legislation as necessary to generate needed resources.

The passage of the Water Resources Development Act 2024 (WRDA 2024) and approval of the US Army Corps to conduct a regional sea level rise study for the entire Bay shoreline represents an important opportunity to lay the groundwork for federal interest and partnership in developing a range of multi-benefit adaptation projects to address multiple regional goals in the longer-term.

Task 1 Convene Stakeholders to Support Coordination on Funding Proposals for State and Federal Funding Opportunities and Advancing Joint Legislative Priorities

- Set Agendas, facilitate meetings, support follow-up and identified next steps
- Support proposal development, help match applicants with funding opportunities
- Identify emerging legislative and funding opportunities and formulate appropriate strategies and response in collaboration with agencies' priorities.

Task 1 Deliverables Year One:

- 1.1 Up to 2 convenings of broader Sea Level Rise Funding Group*
- 1.2 Coordinate outcomes of these meetings with BCDC's Bay Adapt Implementation Coordination Group and the BCDC/MTC SLR Funding and Investment Strategy*
- 1.3 Up to 3 convenings of sub-groups of state and federal funding agencies and non-profit, academic and local public agencies advocacy group.*
- 1.4 Up to 3 collaborative grant proposals submitted*

Task 2 Support State Coastal Conservancy and BCDC in ongoing partnership with US Army Corps of Engineers in advancing regional sea level rise study

- Regular meetings and communication with US Army Corps staff
- Support agency-led advocacy to seek Congressional appropriation by engaging Bay Area Congressional Delegation
- Promote regional priorities as developed through BARC and partnerships with diverse stakeholders in ongoing coordination with US Army Corps over the course of the effort.

Task 2 Deliverables Year One:

- 2.1 Help identify and secure grant from SCC to serve as local match for US Army Corps work program*
- 2.2 Support work with Bay Area Congressional Delegation and other stakeholders to appropriate funds for regional sea level rise study; build constituency for long-term federal strategy*
- 2.3 Help develop scope of work for regional sea level rise study, and potential Planning Assistance to the States Study.*

BARC FY2025-26 Workplan Outline Regional Technical Assistance Working Group for Flooding and Sea Level Rise

Task 1 Convene Working Group

July 2025 – June 2026 (every two months, 6 meetings)

- Guide process and review progress
- Elevate issues to Cross Agency Resilience Group

Task 2 Complete Regional Technical Assistance Inventory

September 2025

- Re-engage respondents (about 20) for additional TA offering details
 - contacts, duration, target audience/geographies, etc
- Update TA Inventory Listings to reflect new information –
 - confirm with providers

Task 3 Complete TA Directory:

November 2025

- Co-create operational guidance for TA Directory
 - determine if public facing or internal network
- Create graphic design for TA Directory
- Create process for annual updates and reporting