

From: [Bruce Beyaert](#)
To: [Belia Ramos](#); [David Rabbitt](#); [MTC-ABAG Info](#)
Cc: [Andrew Fremier](#); [Kathleen Kane](#); [Lisa Klein](#); [Toshi Shepard-Ohta](#); [Rosemary Corbin](#); [Bill Long](#); [Cuasav. Virgilio@SCC](#); [Sean Dougan](#); [Bill Keene](#); [David Lewis](#); [Judith Malamut](#)
Subject: ABAG Executive Board Agenda Item 7 - San Francisco Bay Trail Nonprofit
Date: Tuesday, January 14, 2025 7:25:16 AM
Attachments: [Bay Trail Project Transition Plan121624.pdf](#)

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External Email

President Ramos, Past President Rabbitt and Members of ABAG Executive Board,

When you meet this Thursday, please support San Francisco Bay Trail Project Chair Rosemary Corbin's Dec. 19 email below to President Ramos requesting that the Board ensure a successful transition for the Bay Trail project after withdrawal of ABAG/MTC support by providing:

1. the \$1.5 million of initial seed funding that the Potrero Group estimates will be needed for an existing nonprofit in hiring advocacy and development staff to support the project for the first three years before new revenue from fundraising efforts begins offsetting expenses and
2. legal support for the transition and to maintain legal status of the San Francisco Bay Trail Project nonprofit until its dissolution.

The San Francisco Bay Trail Project Board of Directors hopes that the Executive Board will support our desire for a successful transition, since the Bay Trail Project has been ABAG's baby since adoption of the Bay Trail Plan in 1989 and establishment of the San Francisco Bay Trail Project nonprofit in 1990.

Bruce Beyaert, Vice Chair of SF Bay Trail Project Organizational Ad Hoc Committee

Bruce Beyaert,
[REDACTED]

Subject: ABAG Executive Board Action on SF Bay Trail Project Nonprofit

Date: December 19, 2024 at 3:25:13 PM PST

To: [Belia.Ramos](#); [David.Rabbitt](#); [info@bayareametro.gov](#)

Cc: [Rosemary Corbin](#); [Bill Long](#); [Andrew Fremier](#) <[AFremier](#)>; [Lisa Klein](#) <[lklein@bayareametro.gov](#)>; [Toshi Shepard-Ota](#) <[tshepard-ohta](#)>; [Kathleen Kane](#) <[kkane](#)>

President Ramos and Past President Rabbitt,

The San Francisco Bay Trail Project Board of Directors assumes that the ABAG Executive

Board will be meeting early next year to consider the postponed November 14 agenda item asking that you approve dissolving the 1990 agreement between ABAG and the Bay Trail Project nonprofit that ABAG staffed so ably for more than 30 years before the transition to MTC staffing.

Our Board recognizes the need for a new structure to carry out the advocacy which is essential for completing and maintaining the planned 500 miles of San Francisco Bay Trail. There are 150 miles of gaps in the trail, and 70 miles of the existing route are in substandard condition. Moreover, much of the existing trail is threatened by sea level rise. Promotion and advocacy are essential for Bay Trail gap closure, maintenance and adaptation to sea level rise to become high priorities for local government agencies with limited staff and a full plate of competing projects.

On December 16, the San Francisco Bay Trail Project Board of Directors approved the attached Transition Plan for a new structure. It is based upon an existing nonprofit with high capacity, skills in advocacy, promotion & fundraising and priorities in alignment with the Bay Trail agreeing to add Bay Trail promotion and advocacy to its mission and champion the Bay Trail project. The two leading candidates at this time are the Bay Area Ridge Trail and Save the Bay.

This transition is supported by MTC as demonstrated by Executive Director Andy Fremier's following statement made during your November 14 meeting:

"At this point in time with our understanding of our limits as a public agency, completing the Bay Trail to a highest potential requires support direction and oversight of an efficient, nonprofit champion and a partner with high capacity and skill and advocacy, promotion and fundraising. We do see this as an opportunity for the current Bay Trail nonprofit to embed itself in a high functioning nonprofit one that will have an alignment with strategic priorities, a strong footing in the region and understanding of local issues."

A restructured nonprofit in a public-private partnership with MTC could take advantage of significant opportunities to help build, promote and sustain the Bay Trail. A robust nonprofit would have the flexibility to effectively advocate, nurture strong relationships with partners and landowners, lead fundraising and capital campaigns, and build awareness and support through events and outreach.

We request that the ABAG Executive Board endorse having ABAG/MTC provide the following support required for a successful transition:

1. Provide the \$1.5 million of initial seed funding that the Potrero Group's attached page estimates will be needed for an existing nonprofit with an aligned mission, high capacity and skill in advocacy, promotion & fundraising to hire advocacy and development staff to support the project for the first three years before new revenue from fundraising efforts begins offsetting expense.
2. Help fund the Potrero Group to serve as transition manager with representatives of the San Francisco Bay Trail Project Board of Directors and
3. Provide legal support for the transition and to maintain legal status of the San

Francisco Bay Trail Project nonprofit until its dissolution.

This support is needed to ensure that the Bay Trail Project does not wither and die upon dissolution of the 1990 staffing agreement with ABAG. The seed funding commitment of \$1.5 million over three years is essential for a qualified nonprofit to take on the Bay Trail Project. The sooner that commitment is made, the sooner we can have productive conversations with potential nonprofits about embedding Bay Trail promotion and advocacy.

We assume that the Executive Board shares our desire for a successful transition, since the Bay Trail Project has been ABAG's baby since adoption of the Bay Trail Plan in 1989 and establishment of the San Francisco Bay Trail Project nonprofit in 1990.

Rosemary Corbin, Chair Pro Tem of San Francisco Bay Trail Project Board of Directors

Bill Long, Chair of San Francisco Bay Trail Project Organizational Ad Hoc Committee



San Francisco Bay Trail Project Transition Plan

**Adopted by San Francisco Bay Trail Project Board of Directors
on December 16, 2024**

Initial Tasks and Considerations:

- A. Identify candidate existing nonprofits with high capacity, skills in advocacy, promotion & fundraising, priorities in alignment with the Bay Trail and a strong footing in the region that have the potential to add Bay Trail promotion and advocacy to their existing missions and champion the project.
- B. Candidate nonprofits will need startup funding for operating expenses and staff to perform advocacy and initiate fundraising to sustain the organization.
- C. Potrero Group estimates that operating expenses will total \$3.3 million for the first five years and that \$1.5 million in startup funding will be needed to cover initial operating costs and hiring of three FTEs to carry out advocacy and fundraising.
- D. The San Francisco Bay Trail Project nonprofit will continue to function without MTC staff support from June 30, 2025 until its dissolution in Transition Plan Step 5 below.

Transition Plan:

1. Meet with candidate nonprofits such as the Bay Area Ridge Trail and Save The Bay to explore interest in submitting a letter of interest for taking on Bay Trail promotion & advocacy. Organized by Potrero Group with Bay Trail Project Board represented by Bill Long, Bruce Beyaert & Virgilio Cuasay.
2. SFBT Project Board reviews letters of interest and selects a nonprofit to take on Bay Trail promotion & advocacy based based upon alignment of mission & priorities and demonstrated skills in advocacy, promotion, obtaining private donations, government grants & cultivating member supporter/donors.
3. The selected non-profit works with Potrero Group and the Board's Organizational Ad Hoc Committee represented by Bill Long, Bruce Beyaert & Virgilio Cuasay to:
 - A. Clarify Bay Trail responsibilities between ABAG/MTC, the candidate nonprofit and BATC. (See attached 7/25/24 draft table.)

- B. Estimate staffing and funding needs for the 5-year transition, including alternate staffing cases for project promotion and advocacy depending on new revenue.
- C. Develop a case statement to secure funding commitments from foundations and government agencies.

4. Finalize selected nonprofit's commitment to undertake Bay Trail responsibilities with a contract, MOU or other agreement. Responsibilities will include:

- A. Hire development and field staff to promote and execute Bay Trail project advocacy, implementation and oversight, secure funding and build membership.
- B. Secure foundation & governmental transition funding.
- C. Create a Bay Trail advisory committee.
- D. Restate the bylaws of the new nonprofit to include the Bay Trail mission.

5. Dissolve San Francisco Bay Trail Project nonprofit.

Transition Support Requested of ABAG/MTC:

- A. Help fund startup costs for the candidate nonprofit.
- B. Fund the Potrero Group to serve as transition manager with Bill Long, Bruce Beyaert & Virgilio Cuasay representing the Bay Trail Project Board of Directors.
- C. Provide legal support for transition and to maintain legal status of the San Francisco Bay Trail Project nonprofit until its dissolution.

MTC Draft

	Bay Trail Project NonProfit	MTC Bay Trail Work Program
Key Functions & Responsibilities	<ul style="list-style-type: none"> • Incorporation • Nonprofit accounting and tax status maintenance • Nonprofit governance and organizational planning • Volunteering time and/or services • Social entrepreneurship • Fundraising/fund development • Geography-specific advocacy at local agency council meetings • Championing specific projects • Nonprofit Letters of support (LoS) • Promote civic and political engagement 	<ul style="list-style-type: none"> • Allocating and programming funds (federal and local) • Gap Closure Plans • Design Guidelines • Design Review • Strategic Plans & Studies • Project Development & Delivery • Grant Administration • Bay Trail Planning and Design Technical Assistance (TA) • Wayfinding and Directional Signage • Logo and mark management • Collateral production • Staff outreach relevant to MTC plans and studies • Legislative Education • MTC Letters of Support (LoS)

Operational Needs & Expenses

Below is a breakdown of likely operating expenses. To integrate the Bay Trail project, the nonprofit partner will likely need to expand its current capacity and hire at least three skilled positions within the first two years.

Annual Operating Expenses 2025–2029

Operating Expenses	2025	2026	2027	2028	2029	Total 2025–29
Staffing	\$308,000	\$493,150	\$591,307	\$620,873	\$651,917	\$2,665,247
Professional Fees	\$20,000	\$30,000	\$30,000	\$35,000	\$35,000	\$150,000
Office Expense	\$20,000	\$20,000	\$20,000	\$30,000	\$30,000	\$93,000
Travel and Meetings	\$20,000	\$30,000	\$45,000	\$50,000	\$60,000	\$205,000
Other Operating/Contingency	\$30,000	\$30,000	\$30,000	\$40,000	\$50,000	\$180,000
Total Operating Expenses	\$398,000	\$603,150	\$716,307	\$775,873	\$799,917	\$3,293,247

Depending on the nonprofit’s existing resources, initial seed funding of an estimated \$1.5 million will be needed to support the project for the first three years. New revenue from fundraising efforts is expected to begin offsetting expenses after two to three years.

Staff compensation assumes hiring a Senior Bay Trail Advocacy Director at the beginning of the project (Year 1) followed by two hires: a Development Director focused primarily on fundraising for Bay Trail efforts (mid Year 1) and an Associate Bay Trail Advocacy Director as the project grows (mid Year 2).

Total Compensation Detail (By Position) 2025–2029

Staff Position	2025	2026	2027	2028	2029	Total 2025–29
Senior Bay Trail Advocacy Director	\$145,000	\$152,250	\$159,862	\$167,856	\$176,248	\$801,216
Development Director	\$75,000	\$150,000	\$157,500	\$165,375	\$173,644	\$721,519
Associate Bay Trail Advocacy Director	-	\$50,000	\$105,000	\$110,250	\$115,763	\$381,013
Benefits (all positions)	\$88,000	\$140,900	\$168,945	\$177,392	\$186,262	\$761,499
Total Compensation	\$308,000	\$493,150	\$591,307	\$620,873	\$651,917	\$2,665,247

Tuesday, January 14, 2025 at 08:41:23 Pacific Standard Time

Subject: ABAG Executive Board Action on SF Bay Trail Project Nonprofit
Date: Thursday, December 19, 2024 at 3:26:55 PM Pacific Standard Time
From: Bruce Beyaert
To: Belia Ramos, David Rabbitt, MTC-ABAG Info
CC: Rosemary Corbin, Bill Long, Andrew Fremier, Lisa Klein, Toshi Shepard-Ohta, Kathleen Kane
Attachments: Bay Trail Project Transition Plan121624.pdf

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