

BARC Organizational Update

September 20, 2024 – FINAL DRAFT

NHA Advisors & BluePoint Planning

September 20 Agenda

- Opening Question, Expectations & Objectives
- Setting The Stage
- Stakeholder Engagement
- Aligning on Purpose
- Break
- Organizational Considerations
- Next Steps

Meeting Objectives

01

Align on a purpose, mission, and vision for BARC

02

Discuss Organizational Considerations

03

Confirm Next Steps

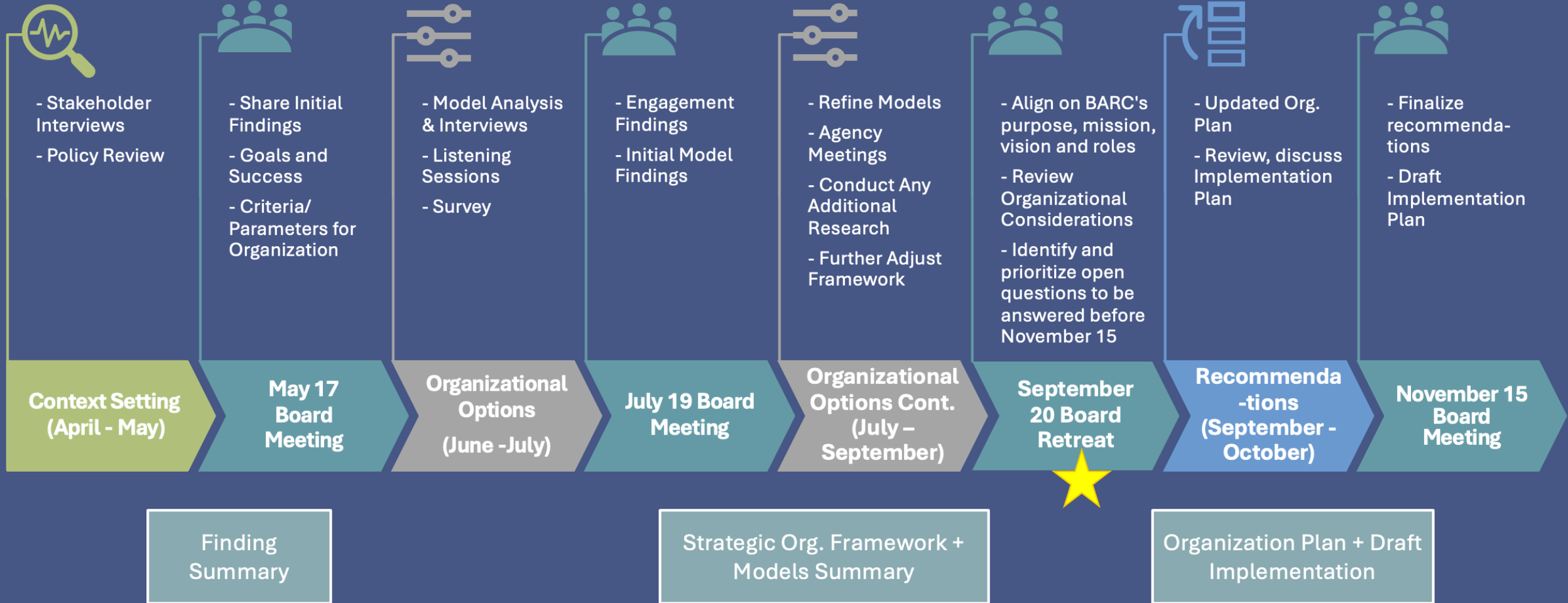
Project Purpose

“...to develop a better structure for coordinated regional planning.”

*BARC Authorizing
Legislation*

Clarity on BARC's role and purpose with recommendations on the best way forward for BARC to be organized, funded and empowered to serve the Bay Area and fulfill its legislatively mandated role.

BARC Process & Project Timeline





Setting the Stage

BARC Intent – 2015 Organizational Plan



The Bay Area Regional Collaborative (BARC) is a consortium of member agencies that come together to address crosscutting issues of regional significance, with the ultimate goal of improving the quality of life for all Bay Area residents.



BARC provides a mechanism through which its member agencies can learn, explore, collaborate, incubate, coordinate, and communicate policies and best practices that agency leadership can decide to advance collectively and singularly.



BARC is made up of a Governing Board of member agency commission/board representatives, an Executive Directors Group, and other staff cross-agency work teams.

BARC Policy
Focus:
Climate

2015 Organizational Plan

Each of the member agencies is engaged in work to **mitigate climate change** and make the Bay Area **more resilient** to the impacts of a changing climate.



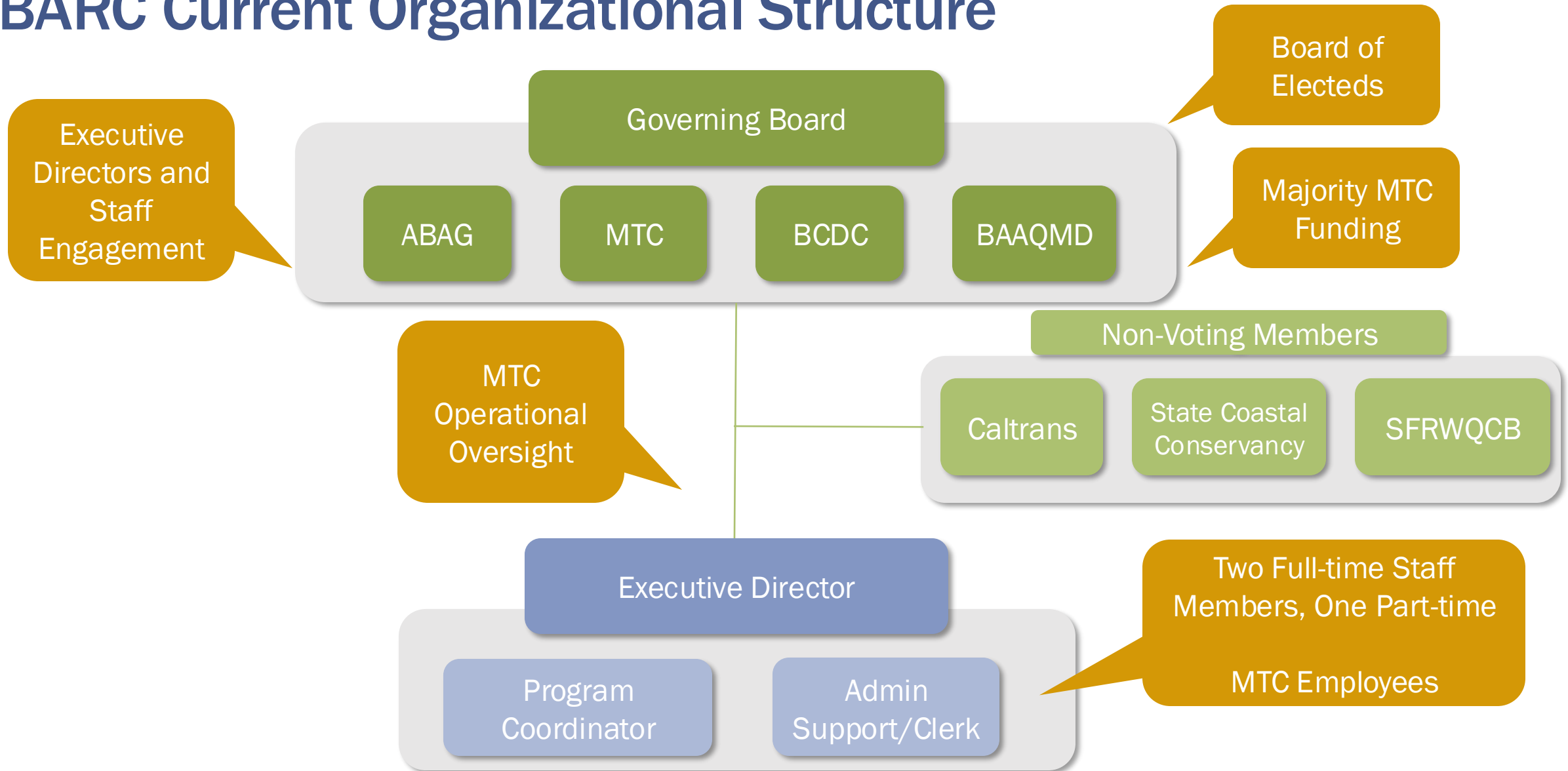
This collaborative work...

Provides clear distinctions among the different roles and responsibilities of the four agencies in relation to climate

Fosters linkages between regional, state and federal programs

Communicates outcomes in a clear and coherent manner to regional stakeholders

BARC Current Organizational Structure



BARC has delivered...



Current Focus: Operationalizing the Flooding & Sea Level Rise MOU

	ABAG/ SFEP	BAAQMD	BARC	BCDC	Caltrans D4	MTC	SCC	Water Board
Planning								
Fund Management								
Technical Assistance								
Regulatory Alignment								
Coordination								



Prime



Responsible



Involved

BARC Governance and Flood and Sea Level Rise MOU

- Section 2: support Coastal Conservancy in coordination and collaboration on Federal, State, and local grant opportunities; Support Advocacy with ABAG and MTC
- Section 3: create and manage Technical Assistance Working Group for local agencies, CBOs and planning entities (including DACs) for both planning and project development
- Section 5: convene and manage Cross-Agency Working Group for implementing the Flood and SLR MOU
 - BARC Governing Board plays the key role in managing the MOU
 - Executive Leaders Management Team guides agenda and develops workplan

The Bay Area should be a Climate Leader!

Committed Community

Culture of Innovators and Risk Takers

Deep Technical Knowledge

Dedicated Government



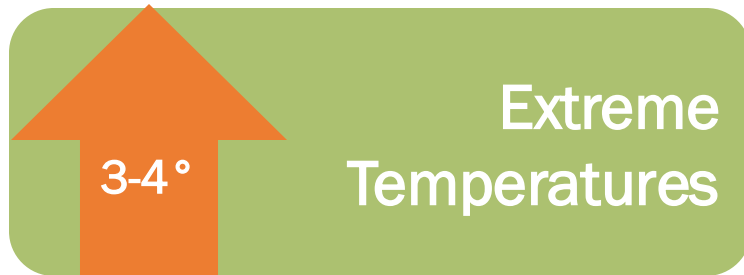
Challenges exist...

Major regional
climate needs
for both
adaptation and
mitigation

Limited regional
capacity for
climate project
implementation

Competing against
other regions
across the US for
limited resources

Climate impacts are intensifying!



"The pace of change in the physical environment that is projected in the coming decades will outpace any episode in recent human history, and a similarly unprecedented pace of societal change may be necessary in response."

- California's Fourth Climate Assessment, Bay Area Region



Engagement

Engagement Elements

Stakeholder Interviews

Board Meetings + Board Retreat

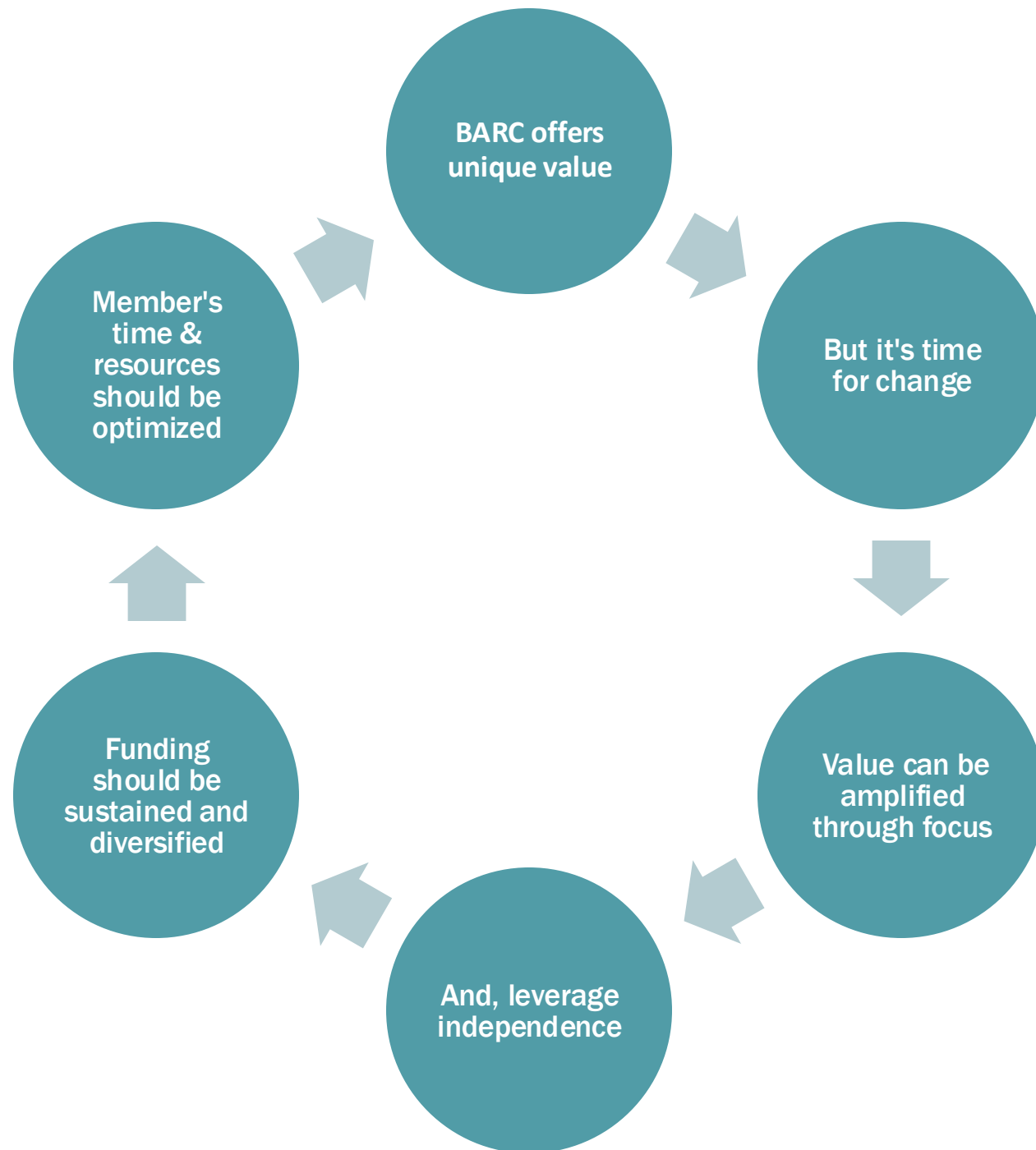
- May 17
- July 19
- September 20 (Retreat)
- November 15

Listening Sessions

Agency Meetings

Partner and Stakeholder Survey

What we heard

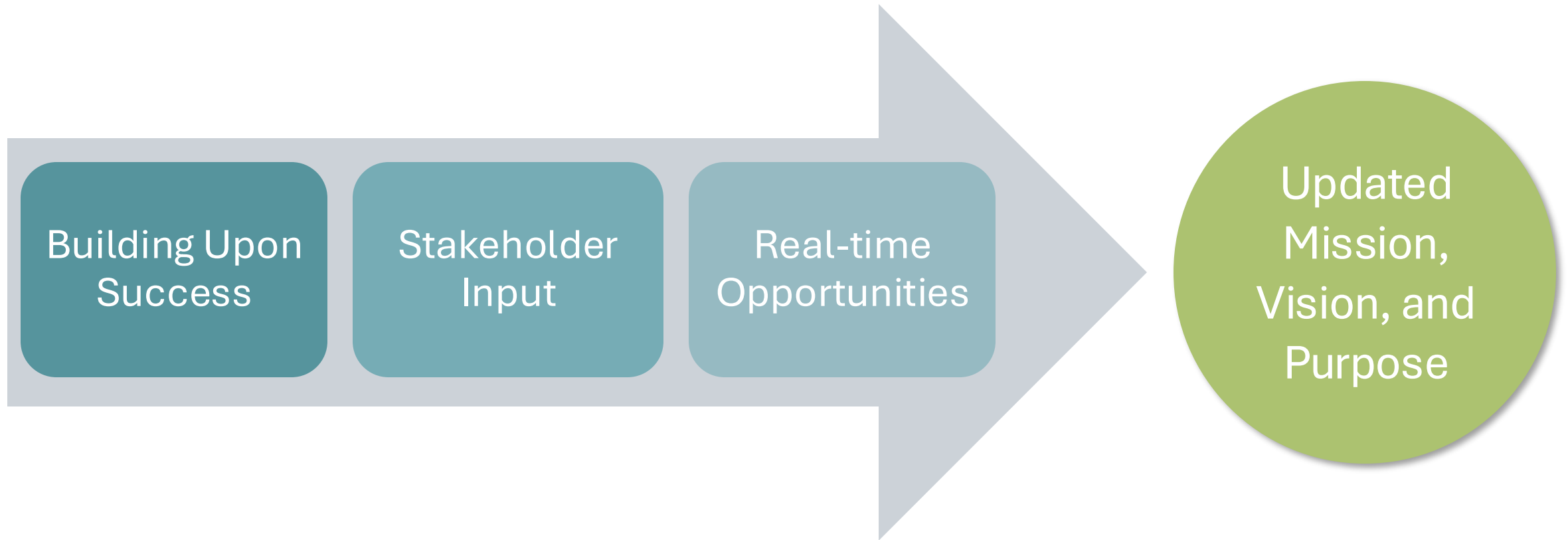




Purpose

Mission, Vision

Distilling Key Inputs into Organizational Plan Update



Need to hone BARC...

Be a
Cohesive
Voice



Facilitate
Region to
Achieve a
Targeted
Outcome



Be Oriented to
Implementation



Advocate for
Regional Action

Enabling



What we mean by Advocacy...

- Promoting regional needs and causes at the state and federal level
 - Policy
 - Funding
- Communicating a cohesive regional story to local stakeholders and communities
- Depending on the structure, moving beyond the information and communications that regional agencies can do

Mission (Who)

BARC is a compelling climate advocate for the Bay Area and its members, aligning and communicating needs, catalyzing action, and delivering resources across the region for climate resilience.

Vision (Where we go)

BARC will continue to systematically identify and tackle challenging climate issues to build regional resilience in collaboration with members and regional stakeholders.

BARC Focus: Climate Resilience

2024 Update

BARC convenes and facilitates the member agencies and the region as a whole to deeply engage them in making the Bay Area **more resilient** to the impacts of a changing climate.



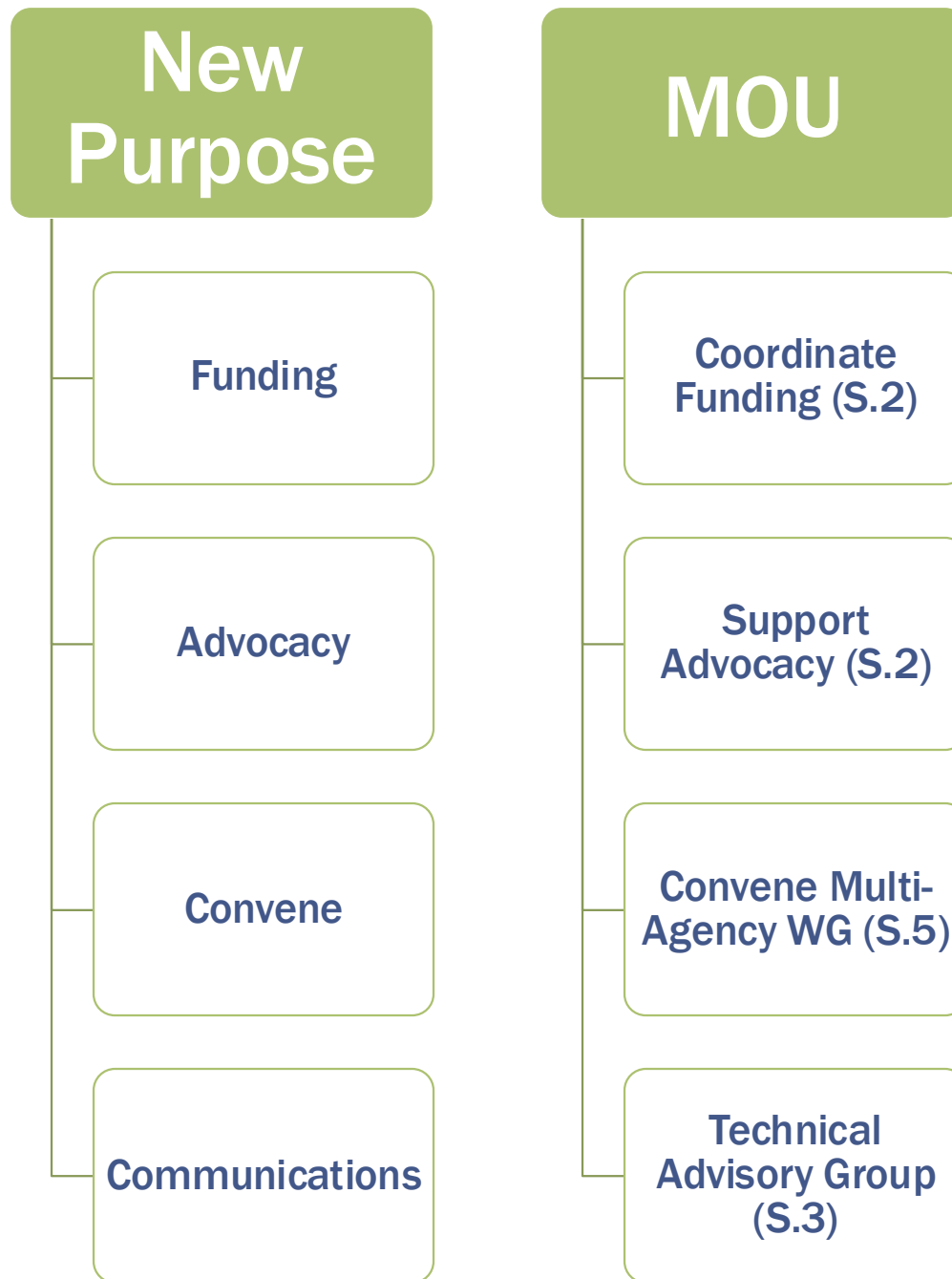
This collaborative work...

Raises up the unmet needs and collaborative opportunities of member agencies in relation to climate resilience

Advocates for regional, state, and federal funding and policies

Aligns towards outcomes and communicates needs in a clear and coherent manner to regional stakeholders

Flooding & SLR MOU Provides an Example for the Future



Flooding & Sea Level Rise MOU – Clear roles and responsibilities

	ABAG/ SFEP	BAAQMD	BARC	BCDC	Caltrans D4	MTC	SCC	Water Board
Planning								
Fund Management								
Technical Assistance								
Regulatory Alignment								
Coordination								



Prime



Responsible



Involved



Discussion:
Aligning on BARC's Purpose



BREAK



Organizational Considerations



Approach

- Audit of organizations across the United States
- Stakeholder engagement
- Development of a set of criteria to compare organizational options
- Evaluation of options including:
 - Maintaining the role of regional convenor
 - Ability to influence regional policy/action
 - Focus on Climate – from narrow to broad
 - Level of effort
- Review of alignment of potential host agencies with BARC's role
- Assessment of Flood & SLR MOU for organizational implications for BARC

Key Success Factors

Collaboration & Coordination

- Sustained long-term, multiparty collaboration

Advocacy

- Strong alignment to influence policy/action on Climate
- Allow for and prioritize BARC advocating for the region

Funding & Capacity

- Operational funding for the long-term (sustainable and diverse) enabling BARC to achieve regional goals

Independence and Responsiveness

- Agility and flexibility - staff has independence to work with board members, agency leadership and stakeholders

Assumptions

- Maintain current level of BARC staff
- Optimize Governing Board & Executive Director Meetings
- Staff is accountable to the Governing Board
- Member agencies continue to make annual financial contribution
- Governance MOU for any options
 - Including implementation of Flooding and SLR MOU

Exploring Governance Structure Options

Option 1

BARC remains housed at MTC with changes

Option 2

BARC becomes program of New Host Agency with close alignment

Option 3

BARC becomes nonprofit (NPC) linked to member agencies

Important Notes:

- *Options not presented in order of preference.*
- *BARC Board's key role is to approve the annual focus for BARC staff.*

Option 1. Current State with Enhancements

Requires
changes to
implement Flood
and SLR MOU

Lack of diverse
funding
opportunities

Option 2: A New Host

Closer Mission
Alignment

Increased
Flexibility and
Agility

Option 3: A non-profit corporation (NPC)

Ability to address broad regional climate issues

Ability to raise funds from philanthropic and other institutions

Ability to advocate where agencies cannot

An NPC could allow BARC to take on the broadest climate focus for both the BARC work plan and alternative funding.

Discussion: Exploring The Options



Next Steps

Next Steps

- Deeper Dive on Preferred Option(s)
 - Staffing
 - Governance Structure
 - Voting & Non-Voting Members
 - Technical / Legal requirements
 - Meeting Structure
 - Roles and Responsibilities
 - Funding
 - Levels of Advocacy
 - Recommendation on the path forward
- **Vote**