



SAN FRANCISCO BAY
RESTORATION AUTHORITY

AGENDA

**San Francisco Bay Restoration Authority Advisory Committee Meeting
December 13, 2019, 10:00 am – 12:30 pm**

Doors Open at 9:30 am for Get-to-Know-Your-Colleagues Coffee Time

Elihu Harris State Building
1515 Clay Street, 2nd Floor, Room 11
Oakland, CA 94612

For additional information, please contact:
Alexis Barrera, Clerk of the Advisory Committee: (510) 286-4165

Agenda and attachments available at:
www.sfbayrestore.org

1. Call to Order

Chair Luisa Valiela, U.S. Environmental Protection Agency

2. Determination of Quorum

Alexis Barrera, Clerk of the Advisory Committee

3. Public Comment

Each speaker is allowed three minutes.

**4. Approval of Advisory Committee (AC) Meeting Minutes of October 11, 2019
(ACTION)**

Item 4: Draft Meeting Minutes for October 11, 2019

5. Chair's Report (INFORMATION)

Item 5: Staff Memo on Equity and Community Engagement

**6. Meeting Process Check-In: Ground Rules and Charter Reminder
(INFORMATION)**

Chair Valiela

Item 6: AC Charter

**7. Discuss Need for Targeted Project Solicitations in Addition to Annual Request for
Proposals (INFORMATION)**

Chair Valiela

Item 7: Summary of Projects Funded to Date by Dollar Amount, Acreage, and Phases

8. Environmental Justice and Social Equity Bay Plan Amendment (INFORMATION)

Jessica Fain, Director of Planning, San Francisco Bay Conservation and Development Commission

9. Recommendations on Next Steps for Economically Disadvantaged Communities (EDCs) (ACTION)

Dr. Ana Alvarez, EDC Ad Hoc Subcommittee Lead

Item 9: Report of the Ad Hoc Subcommittee on Recommendations to Benefit Economically Disadvantaged Communities (Revised)

Appendix 1: Ad Hoc Subcommittee on EDCs Meeting Notes, February 15, 2019

Appendix 2: Ad Hoc Subcommittee on EDCs Meeting Notes, August 30, 2019

Appendix 3: Ad Hoc Subcommittee on EDCs Meeting Notes, September 19, 2019

10. Announcements (INFORMATION)

11. Public Comment

12. Adjourn

Note: Agenda items may be taken out of sequence at the discretion of the Advisory Committee.

Any person who has a disability and requires reasonable accommodation to participate in this public meeting should contact Taylor Samuelson no later than five days prior to meeting. Questions about reasonable accommodation can be directed to Taylor Samuelson at (510) 286-4182 or Taylor.Samuelson@scc.ca.gov or at the Restoration Authority:

c/o State Coastal Conservancy
1515 Clay Street, 10th Floor
Oakland, CA 94612



SAN FRANCISCO BAY
RESTORATION AUTHORITY

Advisory Committee
DRAFT MEETING MINUTES

October 11, 2019, 10:00 am – 12:30 pm
Elihu Harris State Building
1515 Clay Street, 2nd Floor, Room 11
Oakland, CA 94612

Agenda and attachments available at:
www.sfbayrestore.org

1. Call to Order

Luisa Valiela, Advisory Committee (AC) Chair, called the meeting to order.

AC Member Attendance: Myla Ablog; Ana Alvarez; Sara Azat; Erika Castillo; Steve Chappell; Arthur Deicke; Letitia Grenier; Christopher Gurney; Shin-Roei Lee; Roger Leventhal; Sally Lieber; Mike Mielke; Anne Morkill; Erika Powell; Rebeca Schwartz Lesberg; Laura Tam; Laura Thompson; Luisa Valiela; Diane Williams; Bruce Wolfe; Beckie Zisser

Staff Attendance: Jessica Davenport, Anna Schneider, Moira McEnespy, Linda Tong, Heidi Nutters

2. Determination of Quorum

Anna Schneider, AC Clerk, determined there was a quorum.

3. Public Comment

There were no public comments.

4. Approval of Advisory Committee (AC) Meeting Minutes of March 8, 2019 and AC Tour Minutes of September 20, 2019 (ACTION)

Decision: There was consensus to approve the meeting minutes for March 8, 2019.

Decision: There was consensus to approve the tour minutes for September 20, 2019.

5. Chair's Report (5 minutes) (INFORMATION)

Chair Valiela asked for feedback on the AC tour (September 20, 2019) from AC members and SFBRA staff. In a sticky note exercise, tour attendees gave input on positives about the tour (+) and changes they would want for future tours (Δ).

Chair Valiela welcomed new AC member Myla Ablog. Myla Ablog is an independent environmental consultant and master's student in environmental management, focusing

on wetland ecology and restoration, at the University of San Francisco. Myla is experienced in environmental justice advocacy and has gained environmental permitting experience through working at CalTrans and the U.S. Army Corps of Engineers.

Chair Valiela reported that the Governing Board meeting on September 6, 2019 included board's approval of the release the Grant Round 3's Request for Proposals. She invited new AC members to join the ad hoc subcommittee on the Annual Report and work with Taylor Samuelson, SFBRA Public Information Officer, over the coming months.

6. Bay Restoration Regulatory Integration Team (BRRIT) Update (INFORMATION)

Keith Lichten, Chair of the BRRIT Management Team (BMT), presented an update on the BRRIT and BMT. The goal of the BRRIT is to coordinate project review and permitting to get multi-benefit projects built, and to facilitate timely review and regulatory approval of Measure AA eligible projects. The goal of the BMT is to identify and address policy issues such as wetland/water type-conversions, putting fill in the bay for habitat, wetland regional monitoring, and public access versus habitat considerations. The BMT also aims to ensure smooth project review and work out issues early in the BRRIT process.

Since the kick-off in August 2019, the BRRIT/BMT has set up the process for handling project permitting requests and determined the role of each BRRIT staff person. Several projects are already under review: Lower Walnut Creek, 900 Innes in India Basin, and Heron's Head Park projects. The BMT wants to know how it can support the goals of the AC and what its relationship with the AC should be.

The following were questions from the AC, and answers from BMT/BRRIT staff:

- What is the BMT nexus with the BRRIT?
 - BMT has monthly meetings and the BRRIT reports to the BMT on project status. BRRIT staff can also raise questions to their managers at any time.
- Is the BRRIT supporting policy changes in dredging and adding fill to the bay?
 - BMT will try to streamline the process of permitting habitat projects that require dredging or adding fill to the bay.
- Can the BRRIT only work on projects that are funded by Measure AA?
 - No, any projects eligible for Measure AA can apply to use the BRRIT.
- How will policy changes made by the BMT be communicated back to project proponents?
 - Policy changes will be made through public processes, i.e., the San Francisco Bay Conservation and Development Commission's Fill for Habitat Bay Plan Amendment. In addition, BRRIT staff could provide updates at future AC meetings.

- Will there be a joint application between regulatory agencies for the permitting process?
 - No, each agency requires its own application. However, going through the BRRIT should ensure a smooth process after the separate applications are completed.
- According to the flowchart showing the process for projects going through BRRIT, the pre-application process takes the longest time. We need accountability for this part of the process.
 - This question will be brought back to the full BRRIT group.
 - How feasible is this timeline?
 - Other Qu's?
- How do you plan on engaging economically disadvantaged communities?
 - We need to do it. We will invite some representatives to talk with us.
- Will BMT plan to meet with other agencies?
 - Yes, e.g., flood control agencies. BRRIT is on the agenda for the next meeting of the Bay Area Flood Protection Agencies' Association.
- Can you create an FAQ on your website? Having the website up ASAP would be good, because some project proponents are confused about whether they are eligible for BRRIT.
 - Suggestions noted.
- Can the BRRIT/BMT use EcoAtlas to track applications, project progress, etc. so AC members and public can view that info?
 - Suggestion will be considered.
- Can other agencies sit in on the pre-application meetings?
 - Good suggestion; BRRIT staff will need to think through logistics.
- Will amendments to permits for wetland restoration projects be handled by the BRRIT?
 - Hopefully yes.
- When will be the next call for BRRIT proposals, and how can project proponents get early feedback from BRRIT so they have a good proposal for Measure AA?
 - The next call for BRRIT projects will be late November 2019 for projects in 2020; the call for BRRIT projects will happen periodically throughout the year.

7. Recommendations on Next Steps for Economically Disadvantaged Communities (EDCs) (ACTION)

Dr. Ana Alvarez, EDC Ad Hoc Subcommittee Lead, described how the ad hoc subcommittee developed their set of recommendations to the Authority on engaging economically disadvantaged communities. The set of recommendations were based on an equity report from EcoEquity Consulting, and ideas from Greenlining Institute and AC members. Dr. Ana Alvarez summarized the scope and methods of the ad hoc subcommittee's work, and explained that the recommendations include "near-term," "short-term," and "long-term" goals for the Authority to strive for.

Nahal Ghoghaie Ipakchi (EcoEquity Consulting) presented her community-based report. Establishing an Equity and Community Engagement Program that Benefits Economically Disadvantaged Communities (Item 7A). Representatives from low-income communities of color were interviewed; most were from the Bay Area, but a few were from other parts of the state. Focus groups were conducted in partnership with community-based organizations, which were key in recruiting participants who could offer unique perspectives.

The five major themes from the report are Perceived Relevance (Communicating Measure AA), Barriers to Engagement, Capacity Building and Investments, Grant Funding Program Operations, and SFBRA Representation. One takeaway from the process of soliciting community feedback was that there was a general lack of trust in government processes, but also a willingness to learn and help others in the community handle climate impacts. EDC members also wanted culturally relevant education campaigns to be implemented early on (i.e., when Measure AA was put on the ballot, before the grant program started) so people would understand and remember the importance of regional measures like Measure AA. Ms. Ipakchi recommended that community organizations be hired as consultants to develop action plans. It was noted that using consultants to implement the recommendations would require the use of administrative funds, which are capped at 5 percent. Another approach would be to provide grants to projects led by community organizations that implement the recommendations.

Dr. Ana Alvarez presented the Report of the Ad Hoc Subcommittee on Recommendations to Benefit Economically Disadvantaged Communities (Item 7B). Dr. Ana Alvarez and Chair Luisa Valiela facilitated a lengthy AC discussion. The AC finally reached consensus on endorsing the “near-term” recommendations (to implement in 6-12 months), which will be taken to the December 6 Governing Board meeting. Discussion of the other longer-term recommendations will be pushed to the December AC meeting.

Below were discussion points on the proposed AC Recommendations, process and new recommendations.

Comments on Proposed AC Recommendations:

- Questions on recommendation to “build trust” (1.2): When and how will this be defined? What is meant by “Trust building should be prioritized over capacity building”? The applicant, rather than the Authority, should be building trust with communities. **Clarify this so that it says, “project applicant,” not “environmental organizations” are responsible for building trust. “Build trust” (1.2) and “Foster partnerships” (1.7) should be reframed as guiding principles rather than action items.**

- Comment on recommendation that Authority staff develop an implementation plan (1.5): The Authority may need to hire a consultant because staff may not be the right people to do this. **(1.5) should be pulled out as an overarching recommendation to address the other points.**
- Comment on recommendation to “Begin simplifying language and phrasing in Measure AA grant materials” (1.11): Are there materials between the third and fourth grant rounds that can be simplified in language? Currently staff is doing phone consultations to clarify any questions. Some AC members were not comfortable with the recommendation (1.11). **This can be changed to “simplify communication materials,” instead of “simplify grant materials.”**
- Comments on recommendations to “amend scoring criteria” (1.4): If projects that benefit EDCs are to be more highly prioritized under the current scoring framework, grant application reviewers would need to be given specific guidance in terms of scoring. The Authority should be open and transparent if the weighting of priorities has changed. Changes to prioritization should only be made through a public process. Due to concerns about the impacts of amending scoring criteria, some AC members wanted to see the staff implementation plan before it goes into effect. However, this could result in delaying implementation for another year. The AC will have a chance to review request for proposals, grant program guidelines, and application before they go to the board. which means they will be able to give input on how these recommendations are being implemented.
- Question about amending scoring criteria to prioritize community support: What if a project is good ecologically or provides flood protection, but some community members oppose it?
- Comment on recommendation to “develop a second, separate application track for small community groups” (2.3): Several AC members supported a separate track as a preferable way to achieve the goal of the recommendation to amend the scoring criteria (1.4). However, this was not included in the current recommendation because it is part of the “Short-Term – 1-2 Years” recommendations.
- Comment on recommendation to “Seek more diverse and accurate representation” (2.1): Can the membership of the Governing Board be diversified?

Process Comments:

- It will be important to give the Governing Board a lot of background on the history and process behind these efforts to make sure they embrace the AC Recommendations. The Board will also hear the staff’s set of vetted recommendations.
- Is this long list of recommendations practical? It seems overwhelming. Concern that this is more than the Authority can do. **AC can endorse the near-term recommendations and the rest of the recommendations can be discussed at future meetings.**

- **Ad hoc subcommittee will add a glossary of terms and maps to the near-term recs (6-12 months).** They can add disclaimer that says staff will determine feasibility of implementing the recommendations.
- Are these recommendations directed towards board or staff? Clarify.
- How can these reports and recommendations be packaged and communicated to other agencies?
- In future presentations, **provide a slide that shows how the recommendations in Nahal's report were integrated into EDC subcommittee's recommendations.** Board doesn't need that much detail.

New Recommendations:

- Can there be a new oversight committee that would specifically oversee these equity recommendations, or someone from current Oversight Committee that focuses on it?
- Can you have a series of workshops for people implementing projects, so people learn how to do community engagement?

DECISION: Reached consensus on endorsing the “near-term” recommendations – with the following changes:

- Add a glossary of terms and maps of the locations of EDCs.
- Provide a slide that shows how the recommendations in Nahal's report were integrated into EDC subcommittee's recommendations.
- “Develop an implementation plan” (1.5) should be pulled out as an overarching recommendation to address the other points.
- “Build trust” (1.2) and “Foster partnerships” (1.7) should be reframed as guiding principles rather than action items.
- Clarify language in (1.2) so that it says, “project applicant,” not “environmental organizations” are responsible for building trust.
- In recommendation (1.11) change “simplify grant materials” to “simplify communication materials.”

8. Targeted Project Solicitations (INFORMATION) (20 minutes)

Chair Valiela

This agenda item was pushed to the December AC meeting. It will be a discussion about creating buckets in the grant selection process for small and large projects or for different project phases to get a diversity of projects funded. (Topic raised by Erika Powell and suggested for further discussion by Anne Morkill at 6/28 AC meeting.)

9. Proposed 2020 Advisory Committee Meeting Schedule (INFORMATION) (5 minutes)

Jessica Davenport, Deputy Program Manager, announced that the 2020 AC meeting schedule has been set. (See Item 8: Proposed 2020 Advisory Committee Meeting Schedule.)

10. Restoration Authority Grant Reviewer Selection Process (INFORMATION) (5 minutes)

Jessica Davenport, Deputy Program Manager, announced that staff is requesting AC members who do not have a conflict of interest to serve as grant application reviewers. Conflicts include not just one's employer submitting an application, but also if one significantly contributes to writing a partner's application. Providing letters of support will not prevent you from being a reviewer at all, but it will prevent you from reviewing those particular applications. Giving general advice is permitted.

Staff will be assessing the need for reviewers after reviewing what kind and how many applications are received. The tentative time commitment is 10-20 hours in the months of January and February. AC members interested in serving as reviewers should email Linda Tong (Linda.Tong@scc.ca.gov). A reviewers' meeting will be held tentatively in early January. An email with the above information will be sent out to all AC members.

11. Meeting Process Check-In: What's Working, What's Not (INFORMATION)

Chair Valiela requested input on topics to be covered at future meetings. Agenda item 8 (targeted project solicitations) will be covered in December. AC meeting locations in Oakland, not just San Francisco, were requested – the San Francisco meeting location has already been booked for next year, but staff will see if there can be any changes.

12. Announcements (INFORMATION)

There were no announcements.

13. Public Comment

14. Adjourn

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SAN FRANCISCO BAY
RESTORATION AUTHORITY

Memorandum

Date: December 06, 2019

To: Governing Board
San Francisco Bay Restoration Authority

From: Jessica Davenport, Deputy Program Manager
Heidi Nutters, Project Manager

Subject: Improving Equity and Community Engagement in the Measure AA Grant Program

The staff of the San Francisco Bay Restoration Authority (Authority) has reviewed the equity and community engagement recommendations of the Authority’s Advisory Committee (AC). Staff has concluded that the Authority should implement these recommendations as outlined in this memo and will bring specific action items back to the board for discussion and/or action as they are ready.

Background

Measure AA states, “The Authority shall give priority to projects that... Benefit economically disadvantaged communities,” or EDCs. The Governing Board and the AC have both expressed a strong commitment to achieving this goal.

The Grant Guidelines provide the following definition of EDCs, “An economically disadvantaged community (EDC) is defined as a community with a median household income less than 80% of the area median income (AMI). Within this set of low- income communities, communities of particular concern include those that: are historically underrepresented in environmental policymaking and/or projects, bear a disproportionate environmental and health burden, are most vulnerable to climate change impacts due to lack of resources required for community resilience, or are severely burdened by housing costs, increasing the risk of displacement.”

The Grant Guidelines also provide the following description of benefits to EDCs: “A proposed project’s ability to provide benefits to these communities will be judged on the basis of the direct involvement and support of local community groups; a demonstrated track record working within communities; the use of proven strategies to increase relevance of messaging and outreach; and the ability to alleviate multiple stressors within communities, including, but not limited to, addressing the need for additional recreational amenities, resilience to climate change, reductions in pollution burden, greater civic engagement, and enhanced leadership development opportunities.”

Work to Date

The Authority has invested significant time and resources in exploring options for improving equity and community engagement in the Measure AA Grant Program. Work to date has included:

- **June 2018 – Environmental Justice (EJ) Panel.** Three EJ experts, including members of community-based organizations (Phoenix Armenta, Anthony Khalil, and Douglas Mundo), provided insights and suggestions regarding how the Measure AA grant program can better engage with and serve EDCs at the June 29, 2018 AC meeting.
- **August 2018—EJ Panel Follow-Up Document.** Authority staff prepared a follow-up document to the Environmental Justice Panel with input from AC members.
- **September 2018 – Equity Performance Measure.** The Recommendations from the Advisory Committee to the Governing Board on Performance Measures and Annual Report Format, presented at the Sept. 21, 2018 Governing Board meeting, included the performance metric “Percentage of projects providing benefits to economically disadvantaged communities”.
- **October 2018 – Formation of the Ad Hoc Subcommittee.** Authority staff presented a Proposal to Develop a Community Engagement Program for the San Francisco Bay Restoration Authority. Rather than endorse the proposal, the AC decided to form an ad hoc subcommittee to explore how best to engage with and provide benefits to EDCs. This occurred at the October 5, 2018 AC meeting.
- **February 2019 – Hiring of Equity Consultant.** The Authority allocated \$25,000 to hire an Equity Consultant to develop recommendations for the grant program. The consultant was tasked to:
 - Identify recommendations, opportunities and challenges associated with the Authority’s overall approach for integrating racial and environmental justice into its operations over the life of Measure AA;
 - Identify gaps in the Measure AA grant program related to serving and engaging EDCs; and
 - Recommend approaches, strategies and actions for addressing those gaps.
- **March 2019– Brainstorming on Near-Term Recommendations.** Equity consultant, Nahal Ghoghaie Ipakchi, led a brainstorming session to identify potential recommendations for benefiting EDCs that could potentially be incorporated in the Authority’s third grant round.
- **June 2019 – Equity Improvements for the Third Grant Round.** At the June 7, 2019 Governing Board meeting, the Authority approved the staff recommendation to extend the application due date for the third grant round to give applicants more time, as suggested by equity experts, and add a reference to tips for meaningful community engagement.
- **September 2019 – Release of Equity Consultants Report.** The report, Establishing an Equity and Community Engagement Program that Benefits Economically Disadvantaged Communities, was based on input obtained through interviews and focus group discussions with community leaders and equity experts.
- **October 2019 – Release of Ad Hoc Subcommittee’s Report.** The Report of the Ad Hoc Subcommittee on Recommendations to Benefit Economically Disadvantaged

Communities was based on discussions at three meetings and a survey of subcommittee members. In addition to reviewing the equity consultant's report, the subcommittee reviewed best practices from others, including the Greenlining Institute, Asian Pacific Environmental Network, and Portland Metro Parks. The subcommittee screened the equity consultant's recommendations for consistency with the Authority's mission, prioritized the recommendations based on feasibility and expected impact, and identified gaps. The report categorized recommendations as "Near-Term – 6-12 Months", "Short-Term – 1-2 Years", and "Long-Term – 3-5 Years".

- **October 2019 – Adoption of Near-Term Recommendations by the Full AC.** The AC adopted the Near-Term Recommendations in the ad hoc subcommittee's report after discussing and reaching consensus on some wording changes. They intend to discuss the Short-Term and Long-Term Recommendations at future meetings.

Detailed descriptions of the methods and resulting recommendations developed by the equity consultant and the Ad Hoc Subcommittee on Recommendations to Benefit Economically Disadvantaged Communities can be found in their respective reports.

Implementation of Recommendations

Staff has reviewed the AC Near-Term Recommendations and concurs that the Authority should implement these recommendations. Staff will begin developing actions to implement the AC's Near-Term Recommendations. Staff will also consider whether and how to implement recommendations in the equity consultant's report and other recent reports on improving equity in grant programs.

Some of the AC Near-Term Recommendations would take relatively little staff time and funding to implement. For example, the following recommendations could be implemented quickly and easily:

- **Adopt guiding principles of building trust and fostering partnerships**, e.g.,
 - Authority staff and grant applicants should strive to build trust with community-based organizations in economically disadvantaged communities.
 - Authority staff should foster partnerships between community-based organizations and local government agencies and other project implementing entities.
- **Visit economically disadvantaged communities** residing along the bay shoreline (i.e., staff visits, AC tours and board tours) to better understand issues and potential opportunities.
- **Allow submission of a letter of inquiry** to determine if the proposed project is ready for funding and would make a strong application.
- **Improve accessibility of Measure AA communications materials including readability for broader audiences.**
- **Examine the feasibility of extending compensation to community members and leaders** for their participation and contributions.

Other recommendations would require more staff time and/or funding to implement, such as the following:

- **Amend scoring criteria to show stronger nexus/relationships with EDCs.** Staff will need to explore the best way to achieve the intended outcome of this recommendation, i.e., more grants for projects with meaningful community engagement that truly benefit EDCs. This outcome may be best accomplished through two different approaches:
 - **Staff recommendation to Governing Board to revise the Grant Program Guidelines and Request for Proposals** to more clearly define the criteria used for assessing whether a project includes meaningful community engagement and tangible benefits for EDCs. This recommendation could provide directions to grant application reviewers to give higher scores to such projects or create two “scoring tracks” of equal weight, one for EDC-focused projects and one for projects that do not have that component; and
 - **Creation of a separate small grants program** for projects led by community-based organizations so that they need not compete with larger agencies/organizations and projects. This would require developing slightly different interpretations of the eligibility and prioritization criteria, compared to the main grant program. Funds could be set aside for this program through the annual budget process. This program could operate on a rolling basis and could include technical assistance in grant writing. This would offer an additional and more flexible (rolling basis) track for project/funding support; it would not preclude community-based organizations from participating in the main grant round.
- **Conduct community outreach, including workshops for prospective applicants.** Staff will need to consider whether we have the capacity to do this, working in partnership with community leaders, or whether an outreach consultant should be hired.

Staff will bring specific action items back to the board for discussion and/or action as they are ready. We propose the following schedule for upcoming board meetings.

- **February 2020.** Information item on proposed framework for a small grants program to benefit EDCs.
- **May 2020.**
 1. Action item requesting adoption of the Proposed Budget for Fiscal Year 2020 -21, including new line item for the proposed small grants program; and
 2. Information item on proposed revisions to the main Grant Round 4 materials that will address all relevant AC Near-Term Recommendations, including revised scoring criteria in Grant Program Guidelines and the Request for Proposals (RFP) that clearly defines and rewards meaningful community engagement and tangible benefits for EDCs.
- **July 2020.**
 1. Information item on the Draft Small Grants Program Guidelines, RFP and application; and

2. Action item requesting to amend the Round 4 Grant Program Guidelines and authorize the release of the 2020 Request for Proposals and application form.
- **October 2020.** Action item requesting the authorization of the release of the Small Grants Program Guidelines, RFP and application, with applications accepted on a rolling basis.

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Advisory Committee Charter

Revised March 2018

Introduction

The [San Francisco Bay Restoration Authority Act](#) (Restoration Act), established the San Francisco Bay Restoration Authority (Authority). The Restoration Act requires the formation of an Advisory Committee (AC) to assist and advise the Governing Board in carrying out its functions, and describes the AC's membership and responsibilities (California Government Code Section 66703.7). The San Francisco Bay Clean Water Pollution Prevention and Habitat Restoration Measure ([Measure AA](#)), passed by the voters of the nine Bay Area counties in June 2016, gives the Advisory Committee additional responsibilities. The Governing Board adopted an [Advisory Committee Procedural Document](#) (revised February 2017) to summarize the guidance provided by the Restoration Act and Measure AA and document additional policies approved by the Board. The AC has created this Charter to supplement the Procedural Document by providing additional principles and procedures to ensure that the group functions as intended.

Purposes and Responsibilities of the Advisory Committee

The Advisory Committee Procedural Document identifies the following key responsibilities of the AC:

1. Advise the Restoration Authority's Governing Board about implementation of Measure AA and all other aspects of the Restoration Authority's activities under Measure AA, to ensure maximum benefit, value, and transparency.
2. Make recommendations to the Governing Board regarding expenditure priorities under Measure AA.
3. Work with Restoration Authority staff to develop grant solicitations and procedures for evaluating grant proposals and reviewing and assessing projects.
4. Review and comment on annual written reports.

Membership

The Advisory Committee Procedural Document allows for a maximum of 34 AC members. Members are appointed by the Governing Board and together are intended to represent a broad array of interests from the nine Bay Area counties.

Governing Documents

In addition to the Advisory Committee Procedural Document, the AC is subject to the Ralph M. Brown Act (Government Code section 54950, et. seq.). This requires that all AC meetings are open to the public and all decisions, including recommendations to the Governing Board, are reviewed, discussed and approved by the AC at its open meetings.

Meeting Procedures

1. Frequency: The AC will generally meet quarterly to adequately fulfill its roles and responsibilities outlined in this charter. Meeting schedules for AC meetings will be set by the Authority staff with input from the AC members. Annually, up to two additional meetings can be added as determined by the Chair and Vice Chair.
2. Quorum: A quorum (50 percent of the members plus one) must be present to transact business. However, the quorum rule does not apply to the approval of meeting minutes. Approval of minutes only requires a majority of those present.



3. Agendas: Agendas are developed by staff in consultation with the Chair and/or Vice Chair. As required by the Brown Act, agendas are publicly posted at least 72 hours before each meeting. They are also posted on the website and distributed via a public email list. AC members are encouraged to use their networks to ensure broad distribution of meeting notices.
4. Meeting Ground Rules: The AC shall strive for a constructive, collaborative process, with active participation of all members, in discussing issues and will conduct meetings according to the following ground rules:
 - Every perspective deserves to be heard.
 - Be honest and respectful.
 - Take sidebar conversations out of the room.
 - No need to repeat points.
 - Step up, step back. (Speak up to make your point, but make sure not to dominate the conversation.)
 - Have fun
5. Recognition of Members During a Discussion: AC members may speak at committee meetings after being recognized by the Chair.
6. Public Participation: Non-members may speak during the public comment period or outside the public comment period if recognized by the Chair. A handout with rules for public participation will be made available at all meetings.
7. Motions: If a vote is needed, motions may be made by any member of the committee. All motions must be seconded by a different member of the committee.
8. Attendance: AC members agree to make a good faith effort to attend all scheduled meetings and activities. Members who are unable to attend a particular meeting but would like to share their views on agenda items have three options:
 - They can submit written comments to Authority staff one week before the meeting to be shared with AC members as part of the meeting packet;
 - They can ask another AC member to make comments on their behalf; or
 - They can ask a colleague from their own entity to make remarks on their behalf during the public comment period.
9. Meeting Minutes: The Authority staff records minutes, which will include recommendations made by the AC. Minutes from AC meetings are approved at the following meeting of the AC, transmitted to the Board, and made available on the Authority website.

Decision Making Process

The AC shall strive for making decisions and recommendations through a consensus-based process, as described below. Meetings will be run by the Chair, or, in the absence of the Chair, by the Vice Chair, and these operating procedures and general rules of professional courtesy apply. If consensus cannot be reached and/or a formal vote is necessary, the Chair has the responsibility to ensure that the interaction remains orderly. Should a formal process be needed, the Chair shall run the meeting according to Rosenberg's Rules of Order. (At the same time, as stated in the Rules there should always be flexibility as to the strictness of application of the rules, dependent on the particular situation and the members' knowledge of parliamentary procedure.)

1. Procedure for Seeking Consensus: As noted above, the AC shall strive for full member participation in discussing issues in order to make decisions through a consensus-based process. Consensus is defined as general agreement by all members of the AC present at the meeting when a decision item is on the meeting agenda.



If needed to test the level of support for a proposal or recommendation, the Committee will employ a tool called the Gradients of Agreement. This tool is a mechanism for testing the level of agreement on a proposal that expands on the traditional “yes” or “no” voting.

The Gradients of Agreement are typically described as follows:

1. Strong opposition: no amending of the proposal will be acceptable to the member
2. Oppose unless amended. Member will oppose unless the proposal is amended, member clarifies what needs to be amended.
3. Stand aside or Neutral. Member notes disagreement, but will stand aside to allow the group to reach consensus without them. Or, the proposal doesn’t affect the member or their interest.
4. Live with it/workable. Member doesn’t love the proposal but can live with it
5. Strong support

1	2	3	4	5
<i>Strong Opposition</i>	<i>Oppose Unless Amended</i>	<i>Stand Aside or Neutral</i>	<i>Can Live With</i>	<i>Strong Support</i>

2. **Decision Rule:** An AC or ad hoc subcommittee recommendation will be considered a consensus decision if all members register 3-5 on the Gradients of Agreement. If after reasonable efforts the AC or ad hoc subcommittee are unable to reach consensus on a specific issue or recommendation, resolution will proceed through the conflict resolution procedures described below:
3. **Conflict Resolution:** Failing consensus, a vote shall be taken, with a simple majority (51%) needed for a motion to pass. The AC will be providing advice to the Governing Board. If, after a vote is taken, a minority group or an individual wishes to provide a dissenting opinion to the Board, they may do so, but must acknowledge the majority opinion and identify their minority opinion as such.
4. **Voting:** When a vote is taken, the number of ayes, noes and abstentions will be recorded. The meeting minutes will record the vote count, not how each individual voted. An actual vote count will be used only when the decision is close. AC members must recuse themselves from votes as necessary to comply with the conflict of interest policy.

Conflict of Interest

Each AC member signs a conflict of interest form that indicates that he/she shall not participate in a vote of the AC concerning specific grant applications if the vote would affect a grant application submitted by a member’s employer. A member who is aware of a future grant application that their employer is considering submitting should disclose this information when participating in discussions of Authority priorities. Additional details regarding the conflict of interest policy for AC members can be found in the Advisory Committee Procedural Document and the Conflict of Interest Form itself.



For federal agency AC members who are precluded from signing and submitting the conflict of interest form, separate documentation will be signed and submitted documenting the U.S. Government's Standards of Ethical Conduct to which they are bound.

Communication to the Governing Board

AC Chair or Vice Chair are responsible for communicating AC recommendations (including dissenting opinions) to the Governing Board at public meetings. AC members other than the Chair or Vice Chair should not claim to represent the AC when communicating with Board Members.

Appointment of Chair and Vice Chair

The Governing Board of the Authority will appoint a Chair and Vice Chair. The length of their terms will be determined by the Board.

Facilitation

If deemed advantageous for a particular purpose, the AC Chair may request, on behalf of the AC, the services of a facilitator.

Legal Counsel

If necessary, the AC Chair may request, on behalf of the AC, the services of the Authority's legal counsel to ensure proper procedures are followed.

AC Member Resignation and Substitution

If an AC member steps down from the committee, his or her entity may make a request to the Governing Board in writing for the designation of a new appointee to represent that entity. All appointments to the AC are made by the Governing Board. (See Advisory Committee Procedural Document.)

Statements to the Media

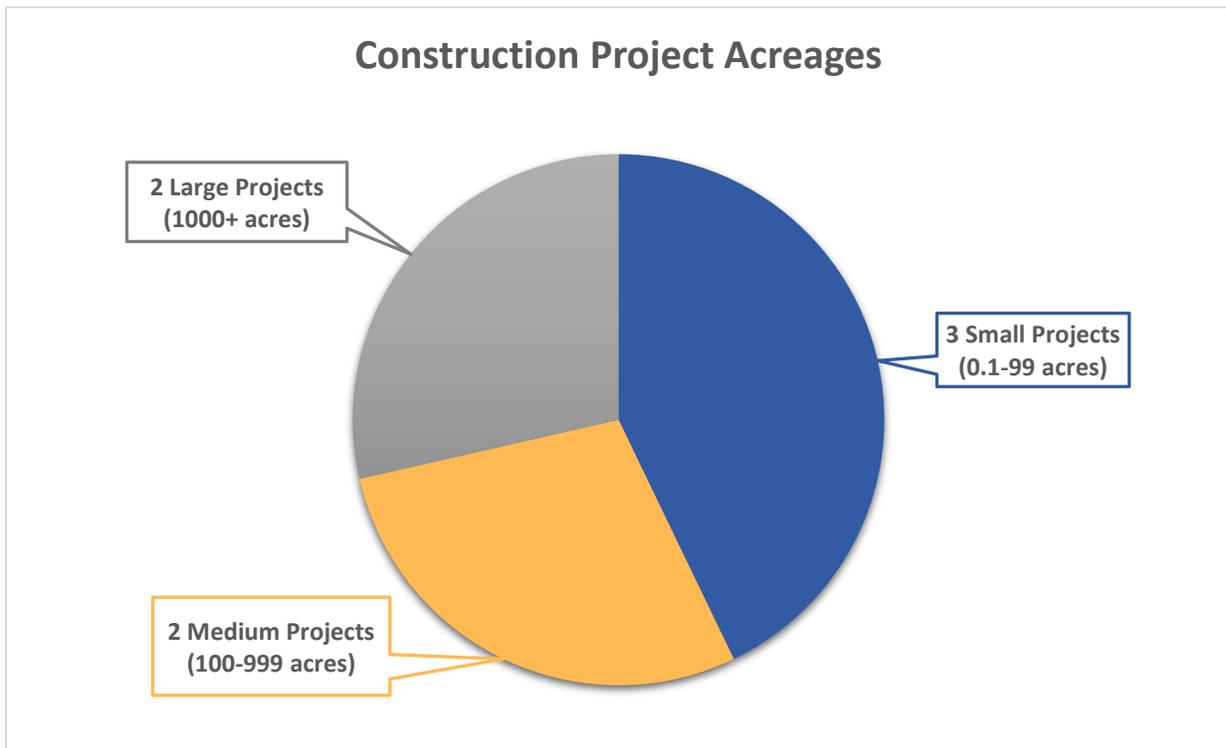
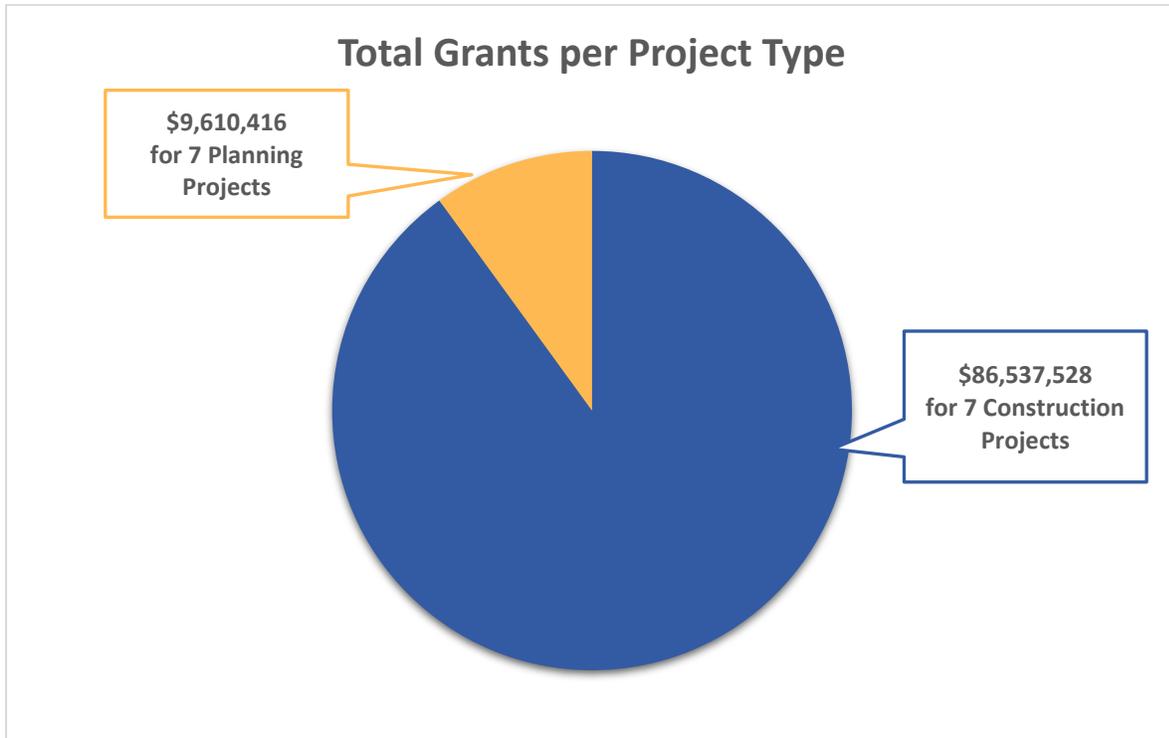
AC members can express only their own viewpoints to the media. AC members agree not to characterize the viewpoints of other AC members when contacted by media representatives about business related to the Authority, nor to use the media as means to unilaterally influence any process related to the Authority.

Ad Hoc Subcommittees

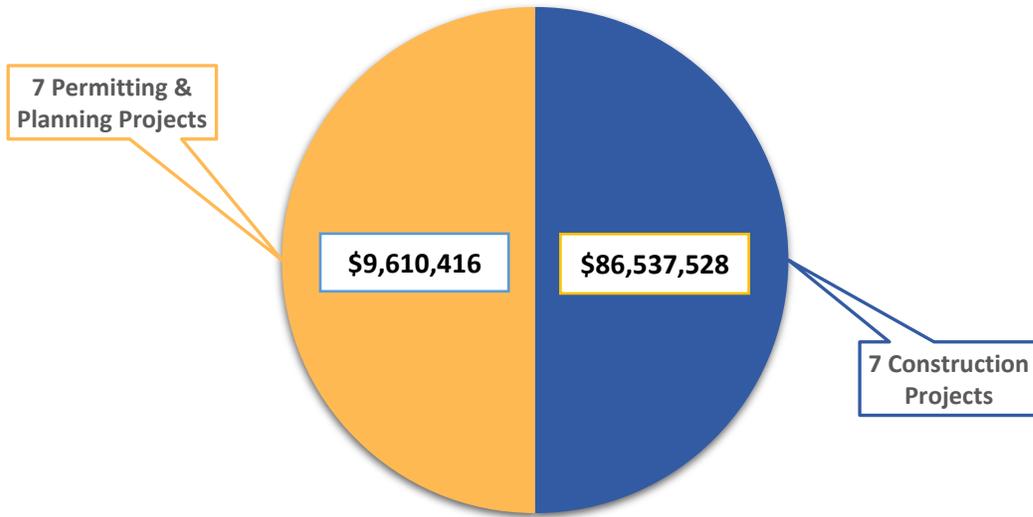
The AC Chair can solicit members to serve on ad hoc subcommittees, as needed for a discrete task and for a discrete amount of time. Ad hoc subcommittees can be coordinated by a Restoration Authority staff member unless an AC member volunteers to serve as the lead. Subcommittee recommendations need to be reviewed, discussed and approved at a formal AC meeting for decision making. An ad hoc subcommittee may not consult with the full AC outside a publicly noticed meeting, e.g., via email, because that would constitute a serial meeting of the full AC. AC members who assist in grant evaluation through ad hoc subcommittees should not discuss grant evaluations outside the established processes.

Update of this Charter: As needed, but at least every three years, this charter will be reviewed to assure that it meets current needs.

Summary of Projects Funded to Date by Dollar Amount, Acreage, and Phases



SFBRA Funded Project Phases



San Francisco Bay Restoration Authority Advisory Committee
**Report of the Ad Hoc Subcommittee on Recommendations to Benefit Economically
Disadvantaged Communities**

December 13, 2019

(Revised based on decision of Advisory Committee Meeting of October 11, 2019)

Dr. Ana M. Alvarez on behalf of the Ad Hoc Subcommittee on Economically Disadvantaged Communities
with staff support provided by Jessica Davenport, Deputy Program Manager, San Francisco Bay
Restoration Authority

This memo presents work of the Ad Hoc Subcommittee on Economically Disadvantaged Communities (EDCs) under the Advisory Committee (AC) of the San Francisco Bay Restoration Authority (Authority). The Ad Hoc Subcommittee on EDCs has identified a set of recommendations, as described in this memo, for the consideration by the Advisory Committee to provide to the Governing Board. Twenty-four recommendations are presented in order of priority under categories of Near-Term (12 total), Short-Term (10 total), and Long-Term (2 total), which were developed through the review of several documents and practices including an Authority-commissioned equity-focused community-based assessment (CBA Report) entitled *Establishing an Equity and Community Engagement Program that Benefits Economically Disadvantaged Communities*. The CBA Report was distributed to AC members in digital format in advance of the October 11, 2019 AC meeting. The timing of implementation of these recommendations may be modified by Authority staff based on their capacity. However, the Ad Hoc Subcommittee has expressed a need for swift implementation as soon as the Governing Board approves, in order to demonstrate commitment to benefiting EDCs through action. It is acknowledged that some recommendations will be easier to accomplish than others, and progress towards having a more equitable process will be made incrementally each year.

Subcommittee Members

Dr. Ana M. Alvarez (Lead)
Deputy General Manager, East Bay Regional
Park District

Myla Ablog
Sole Proprietor, Environmental Consultant

Letitia Grenier
Resilient Landscapes Program Director, San
Francisco Estuary Institute

Zahra Kelly
Director of Public Advocacy, Nature in the City

Shin-Roei Lee
Board Director, Chinese American
Environmental Professional Association

David Lewis
Executive Director, Save the Bay

Sally Lieber
President Cardea, Center for Women

Mike Mielke
Vice President, Silico Valley Leadership Group

Anne Morkill
SF Bay National Wildlife Refuge Complex Manager,
U.S. Fish & Wildlife Service

Marina Psaros
Principal, Corovai

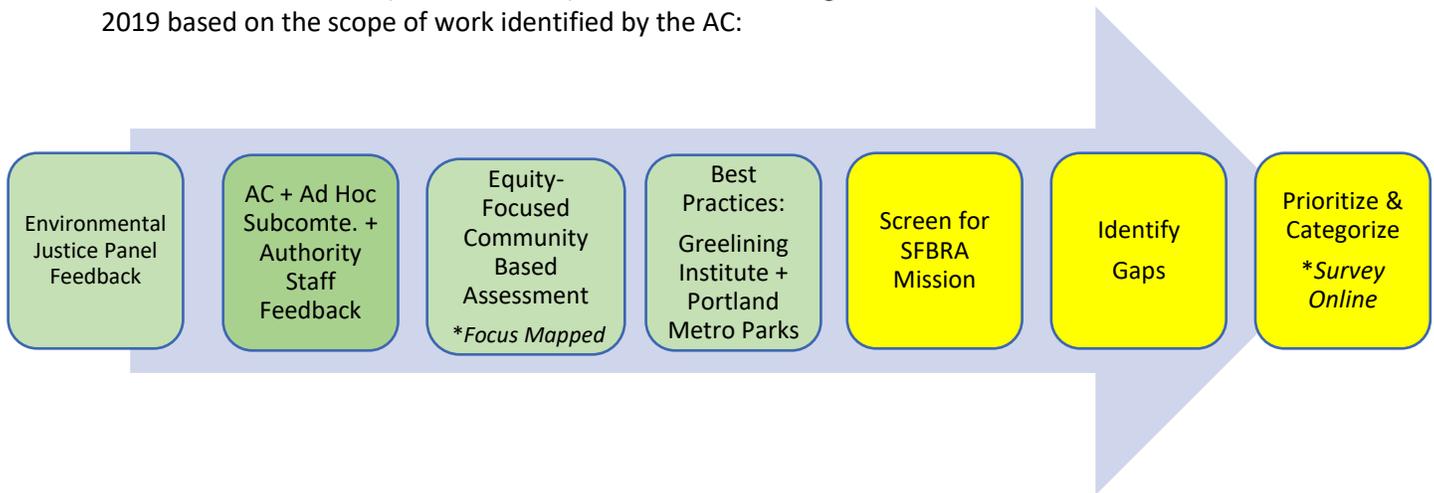
Ana Maria Ruiz
General Manager, Midpeninsula Regional Open
Space District

Diane Williams
Health Educator, Planting Justice

Luisa Valiela
U.S. Environmental Protection Agency

Scope & Method

The Advisory Committee defined the scope of work as prioritizing projects that benefit EDCs. The Ad Hoc Subcommittee on EDCs (Subcommittee) took on the following tasks from October 2018 to October 1, 2019 based on the scope of work identified by the AC:



- Reviewed the feedback and recommended actions presented by the Environmental Justice Panel and follow-up document prepared by Authority staff with input from AC members.
- Met to develop near-term recommendations on most pressing needs (i.e., for the upcoming third grant round) and define the Subcommittee’s role of screening the consultant’s ideas prior to presenting them to the AC.
- Reviewed a draft of the CBA Report.
- Met to review best practices from others, including the Greenlining Institute, Asian Pacific Environmental Network (APEN), and Portland Metro Parks; hear a presentation by the equity consultant on the CBA Report and discuss the findings; and rank the CBA recommendations based on feasibility and impact through a mapping exercise.
- Met for a working session to screen recommendations for consistency with the Authority’s mission, identify gaps, and solicit priorities.
- Conducted an online survey to better understand priorities, identify gaps, and categorize recommendations with respect to timing (near-term, short-term and long-term).
- Reviewed, coalesced, and prioritized ideas to develop recommendations herein.

Background and Timeline

The overarching goal of the Ad Hoc Subcommittee on EDC is to develop recommendations on what steps the Authority should take to achieve Measure AA’s goal of prioritizing projects that benefit economically disadvantaged communities. Work to date has included:

- **June 2018 – Environmental Justice (EJ) Panel** - Three EJ experts, including members of community-based organizations (Phoenix Armenta, Anthony Khalil, and Douglas Mundo), provided insights and suggestions regarding how the Measure AA grant program can better engage with and serve EDCs at the June 29, 2018 AC meeting.
- **August 2018—EJ Panel Follow-Up Document.** Authority staff prepared a follow-up document to the Environmental Justice Panel with input from AC members.
- **September 2018 – Equity Performance Measure.** The Recommendations from the Advisory Committee to the Governing Board on Performance Measures and Annual Report Format, presented at the Sept. 21, 2018 Governing Board meeting, included the performance metric “Percentage of projects providing benefits to economically disadvantaged communities”.

- **October 2018 – Formation of the Subcommittee.** Authority staff presented a Proposal to Develop a Community Engagement Program for the San Francisco Bay Restoration Authority. Rather than endorse the proposal, the AC decided to form a Community Engagement / EDC Ad Hoc Subcommittee. This occurred at the October 5, 2018 AC meeting.
- **February 2019 – Hiring of Equity Consultant.** The Authority allocated \$25,000 to hire an Equity Consultant to establish both immediate recommendations for the next round of grant applications and long-term recommendations for the grant program. The consultant was tasked to:
 - Identify recommendations, opportunities and challenges associated with the Authority's overall approach for integrating racial and environmental justice into its operations over the life of Measure AA;
 - Identify gaps in the Measure AA grant program related to serving and engaging economically disadvantaged, or frontline communities; and
 - Recommend approaches, strategies and actions for addressing those gaps
- **February 15, 2019 – Ad Hoc Subcommittee Meeting #1.** The Subcommittee met to develop near-term recommendations on most pressing needs (i.e., for the upcoming third grant round) and define the Subcommittee's role of screening the consultant's ideas prior to presenting them to the AC.
- **March 2019– Brainstorming on Near-Term Recommendations.** Equity consultant, Nahal Ghoghaie Ipakchi, led a brainstorming session conducted by the to identify potential recommendations for benefiting EDCs that could potentially be incorporated in the Authority's third grant round.
 - **June 2019 – Staff Update on Grant Round 3.** At the June 28, 2019 Advisory Committee meeting, Authority staff noted that they had made a recommendation to the Governing Board to modify Round 3 solicitation by extending the application due date for Round 3 to give applicants more time, as suggested by equity experts, and adding a reference to tips for meaningful community engagement.
- **August 27, 2019 – Draft CBA Report Provided to the Ad Hoc Subcommittee.**
- **August 30, 2019–Ad Hoc Subcommittee Meeting #2.** The Subcommittee reviewed best practices from others, including the Greenlining Institute, Asian Pacific Environmental Network (APEN), and Portland Metro Parks; heard a presentation by the equity consultant on the CBA Report and discussed the findings; and ranked the CBA recommendations based on feasibility and impact through a mapping exercise.
- **September 19, 2019–Ad Hoc Subcommittee Meeting #3.** The Subcommittee met for a working session to screen recommendations for consistency with the Authority's mission, identify gaps, and solicit priorities.
- **September 25, 2019 – Online Survey.** Subcommittee members completed a survey help prioritize and categorize the recommendations that are summarized in this report as well as identify gaps.

Recommendations

The CBA Report identified 17 recommendations organized into five thematic areas. Most of these recommendations also include several tasks to support implementation. A survey of EDC Ad Hoc Subcommittee members along with meeting discussions were used to categorize and prioritize the CBA Report recommendations and identify additional recommendations. The priority recommendations are organized below based on an implementation timeline. If the recommendations are from the CBA Report the number of the recommendation is noted in parentheses; if the recommendation was from the Ad Hoc Subcommittee outside of the CBA Report the recommendation is noted as '(Cmte)'.

Near-Term Actions– 6 to 12 Months

1.1 Adopt Guiding Principles of Building Trust and Fostering Partnerships. (Revised)

Build trust with community-based organizations and economically disadvantaged communities.

- Any grantee receiving funding from Measure AA should be responsible for trust and community building.
- Trust building should be prioritized over capacity building, which may be better accomplished by project applicants.

Foster partnerships between community-based organizations and local government and/or project implementing entities.

1.2 Request a Letter of Inquiry prior to submitting grant application.

The Authority will allow prospective applicants for grant funding the opportunity to submit a letter of inquiry to determine if the proposed project is ready for funding and would make a strong application. If a project is not determined to have the basis for a strong application, the Authority will have the opportunity to provide feedback and guidance on how the project could become a better candidate for funding.

1.3 Conduct community outreach workshops for prospective applicants.

Offer community workshops for community-based organizations to inquire about application process and implementation expectations (intended outcomes).

1.4 Amend scoring criteria to show stronger nexus/relationships with EDCs.

Incorporate social and racial justice principles into required criteria.

Add specific scoring criteria for applicants to demonstrate that proposed projects have local community support and/or to demonstrate engagement with EDCs.

Community workshops to be explicitly required in the grant application to demonstrate engagement with communities and support for proposed project.

Going beyond applicants demonstrating their projects are adjacent to EDCs.

1.5 Visit economically disadvantaged communities residing along the bay shoreline with the Governing Board, Advisory Committee, and Authority staff to better understand issues and potential opportunities.

1.6 Examine the feasibility to extend compensation to community members and leaders for their participation and contribution.

1.7 Create a document with a basic template of what's expected of applicants with examples of what a competitive proposal looks like and how to implement the scoring criteria in order to help clarify eligibility requirements.

1.8 Create an application checklist for the applicants with a roadmap/blueprint of what they need to have ready in order to fulfill the grant criteria written in plain and accessible language.

1.9 Simplify language and phrasing in Measure AA communications materials. Phrasing and language of Measure AA can discourage smaller agencies and organizations from applying. The language needs to be concise and more inclusive.

1.10 Enter all funded and potential EDC projects into EcoAtlas as a project hub. Once these projects can be visualized, it will be easier to see if and how these projects can be consolidated or integrated with other bigger projects to achieve a higher level of benefits on a watershed scale.

Short-Term – 1-2 Years

2.1 Seek more diverse and accurate representation on the Authority's Advisory Committee, Citizen Oversight Committee and on the Governing Board (15).

2.2 More directly involve community participants in the grant process including guidance, development, implementation and scoring (15.1).

2.3 Develop a second, separate application track for small community groups. Community groups should not have to compete against much more established organizations and larger agencies with the capacity and resources required to apply under the current process (9).

2.4 Prioritize building capacity of partners and applicants from historically underrepresented groups by offering technical assistance to support first-time applicants with navigating the process and eliminating barriers (11).

2.5 Leverage capacity by identifying community-based groups with the administrative capabilities to partner with smaller and/or grass roots organizations to apply for and manage a government restoration grants (Cmte).

2.6 Provide project planning assistance to help local groups identify appropriate projects and habitat restoration goals (Cmte)

2.7 Require or encourage project applicants to engage communities with a focus on disadvantaged communities during or prior to the design process (14.1).

2.8 Recognize community-based expertise and confidence in genuinely community-led processes (14.2).

2.9 Reevaluate budgets to allow the true cost of community engagement (14.4).

2.10 Identify and work with community leaders who have already created a trusting relationship with the people in the community (4.3)

Long-Term – 3-5 Years

3.1 Establish a communications strategy that fosters relevance through better understanding needs and priorities of underrepresented community groups (3).

3.2 Seek ways for the Authority funds to support work the community is already doing or interested in doing. Meet with communities to identify how Measure AA funding can go to support their current and planned work (Cmte).

Other Potential Recommendations

Other recommendations from the CBA report may be added or further evaluated, if desired by the Advisory Committee, but are not included in this initial set of recommendations. Also, while not identified as a top priority and presented in the above lists, the following CBA Report recommendations were of interest to some of the Ad Hoc Subcommittee members and can be further considered for inclusion by the Advisory Committee.

- Require partnerships with locally-based community groups and organizations to carry out education and outreach efforts (4).
- Reduce administrative burdens and reporting requirements wherever possible (7).
- Establish a communications strategy that fosters relevance through better understanding needs and priorities of underrepresented community groups (3)

CBA Recommendations Potentially Beyond Authority’s Scope, Require Further Consideration, or Were Not Prioritized

The following recommendations were not prioritized by any of the Ad Hoc Subcommittee members as they require further examination and could be further considered by the Advisory Committee:

- Promote intersectional engagement and emphasize projects that cut across disciplinary silos (6).
- Hire communications and outreach staff with above average cultural competency and sensitivity towards low-income communities of color (2).
- Hold committee meetings throughout the subregions of the Bay Area to promote inclusivity and diversity of perspectives (16).
- Cultivate partnership development skills for agency staff to foster long-term relationships with community and build trust. (10)

The following recommendations were thought by some to potentially be beyond the Authority’s Scope/Mission (depending on implementation) and may need further evaluation by Authority staff:

- Establish a network or database that serves as a hub to facilitate connections between funding opportunities and grassroots organizations. A system that would encourage collaboration and integration with other regional efforts is needed. (8)

- Cultivate partnership development skills for agency staff to foster long-term relationships with community and build trust. (10)
- Include funding for education and trainings for community advocacy and governance. (12)
- Organize and execute a robust community education campaign. (13)
- Reach beyond diversity for leadership roles by striving for truly inclusive staffing through the executive levels. (17)

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San Francisco Bay Restoration Authority Advisory Committee

Ad Hoc Subcommittee on Economically Disadvantaged Communities

MEETING NOTES

Prepared by Chantal Alatorre, Planner, East Bay Regional Park District and
Jessica Davenport, Deputy Program Manager, San Francisco Bay Restoration Authority

February 15, 2019
1:00pm – 2:00pm

Meeting Location:
State Coastal Conservancy - Del Norte Conference Room
1515 Clay Street, 10th Floor, Oakland CA

Attendees

Advisory Committee (AC) Members

- Dr. Ana M. Alvarez, Advisory Committee Vice Chair, Lead for the Ad Hoc Subcommittee on Economically Disadvantaged Communities,
- Luisa Valiela, Advisory Committee Chair
- Zahra Kelly
- Mike Mielke

San Francisco Bay Restoration Authority (Authority) Staff

- Jessica Davenport, Deputy Program Manager
- Heidi Nutters, Project Manager
- Linda Tong, Intern

East Bay Regional Park District Staff (Supporting or Observing)

Chantal Alatorre, Planner

Alice Kinner, Training Manager

Kip Walsh, Chief Human Resources Officer

1. Welcome and Introductions (Informational)

Facilitator: Dr. Ana M. Alvarez

Each attendee introduced themselves and stated their individual role.

2. Ad Hoc Subcommittee Formation (Information)

Facilitator: Dr. Ana M. Alvarez

Facilitator described the issues that were raised when the Ad Hoc Subcommittee on Economically Disadvantaged Communities (EDCs) was formed at the October 2018 AC meeting. She noted that AC members emphasized that, in the effort to prioritize projects that benefit economically disadvantaged communities, the Authority will need to avoid mission creep, and should be careful not overburden community-based organizations with government grants that have challenging cash flow requirements and strict accounting standards.

The overarching goal of the Ad Hoc Subcommittee EDC is to contribute to developing recommendations on what steps the Authority should take to achieve Measure AA's goal of prioritizing projects that benefit economically disadvantaged communities. The ad hoc subcommittee will bring ideas to the Advisory Committee for further discussion.

3. Review of Activities Contributing Towards EDC Goal (Informational)

Facilitator: Dr. Ana M. Alvarez

The facilitator provided a summary of past events and items listed below:

- [Environmental Justice \(EJ\) Panel](#) (Jun. 29, 2018)
 - Three EJ experts, including members of community-based organizations, provided insights and suggestions regarding how the Measure AA grant program can better engage with and serve EDCs.
- [Proposal to Develop a Community Engagement Program for the San Francisco Bay Restoration Authority](#) (Sept. 20, 2018)
 - The memo was prepared by Authority staff, informed by EJ Panel.
- Recommendations from the Advisory Committee to the Governing Board on Performance Measures and Annual Report Format (Sept. 21, 2018 Authority Board)
 - The recommendations include the performance metric “Percentage of projects providing benefits to economically disadvantaged communities”
- Formation of Community Engagement / EDC Ad Hoc Subcommittee
 - This occurred at the October 2018 AC meeting, as described above.

4. Update on SFBRA Equity Consultant (Informational)

Facilitator: Heidi Nutters

The Authority allocated \$25,000 to hire an Equity Consultant to establish both immediate recommendations for the next round of grant applications and long-term recommendations for the grant program. The consultant's work will consist of the following tasks:

- Identify recommendations, opportunities and challenges associated with the Authority's overall approach for integrating racial and environmental justice into its operations over the life of Measure AA;
- Identify gaps in the Measure AA grant program related to serving and engaging economically disadvantaged, or frontline communities; and
- Recommend approaches, strategies and actions for addressing those gaps

During the month of December, Nutters (serving as the project manager) solicited proposals from consulting firms. Authority staff are currently in the process of selecting the consultant. The goal is to have a consultant on board before the EDC ad hoc subcommittee has its second meeting.

5. Opportunities to Contribute to Consultant's Scope of Work (Discussion)

Facilitator: Heidi Nutters

The attendees had a discussion on where the appropriate opportunities may exist to enhance, confirm, and/or guide consultant's work such as early consultation with the subcommittee on initial recommendations as well as the approach to community input/outreach methodology. The

attendees decided that the EDC ad hoc subcommittee will serve as a place to screen the consultant's ideas prior to presenting them to the Advisory Committee.

The issue of engagement of tribal groups was raised. This could be done by opening lines of communication with tribal representatives and recruiting tribal members to serve on the AC. Feedback from AC members included the point that because the Authority's jurisdiction is not tribal lands, this is not a good use of time. Another concern was that, in the case of tribal burial sites, it is not always easy to determine the "most likely descendant", and there are sometimes conflicts between tribes on this question.

6. Recommendations on Near-Term Changes to Round 3 of the Grant Program (Action)

Facilitators: Dr. Ana M. Alvarez and Heidi Nutters

The equity consultant will develop near-term and long-term recommendations for the grant program. Near-term recommendations pertain to Round 3 of the grant program and will be proposed to the AC during their March meeting. This ad hoc subcommittee will serve as a place to generate ideas, recommendations and opportunities for Round 3. Once the equity consultant is on board, they will develop these further in conjunction with community-based organizations and equity leaders.

The subcommittee generated a list of ideas of potential recommendations:

- Letter of Inquiry prior to submitting grant application
 - The Authority will allow prospective applicants for grant funding the opportunity to submit a letter of inquiry to determine if the proposed project is ready for funding and would make a strong application. If a project is not determined to have the basis for a strong application, the Authority will have the opportunity to provide feedback and guidance on how the project could become a better candidate for funding.
- Building trust with community-based organizations and economically disadvantaged communities (EDCs).
 - Any grantee receiving funding from Measure AA should be responsible for trust and community building
 - Trust building should be prioritized over capacity building, which may be better accomplished by environmental organizations.
- Community outreach workshops for interested applicants
 - The Authority could offer community workshops for community-based organizations to inquire about applying for funds
 - Support fostering partnerships between community-based organizations and local government/implementing entities.
- Changing scoring criteria to show stronger nexus/relationships with communities
 - Add specific scoring criteria for applicants to demonstrate that proposed projects have local community support and/or to demonstrate engagement with EDCs.
 - Community workshops could be explicitly required in the grant application to demonstrate engagement with communities and support for proposed project
 - Going beyond applicants demonstrating their projects are adjacent to EDCs.

7. Scheduling Standing Meetings, Frequency and Preferred Location (Action)

Facilitator: Dr. Ana M. Alvarez

Facilitator will send a doodle poll to subcommittee members to determine next meeting.

Existing Upcoming Meetings:

Friday, March 8, 2019 – Advisory Committee

Friday, April 5, 2019 – Governing Board

San Francisco Bay Restoration Authority Advisory Committee Ad Hoc Committee on Economically Disadvantaged Communities

MEETING NOTES

Prepared by Katherine Dudney, Management Analyst, East Bay Regional Park District

August 30, 2019

10AM-1PM

Meeting Location:

State Coastal Conservancy - Del Norte Conference Room

1515 Clay Street, 10th Floor, Oakland CA

Attendees

Advisory Committee (AC) Members

- Dr. Ana M. Alvarez, Deputy General Manager / East Bay Regional Park District
Advisory Committee Vice Chair / Ad Hoc Committee on Economically Disadvantaged Communities
- Zahra Kelly, Director of Public Advocacy / Nature in the City
- Mike Mielke, Senior Vice President / Silico Valley Leadership Group
- Anne Morkill, SF Bay National Wildlife Refuge Complex Manager, U.S. Fish & Wildlife Service
- Ana Maria Ruiz, General Manager / Midpeninsula Regional Open Space District
- Diane Williams, Health Educator / Planting Justice
- Marina Psaros, Principal / Corovai
- Shin-Roei Lee, Board Director / Chinese American Environmental Professional Association

San Francisco Bay Restoration Authority (Authority) Staff

- Jessica Davenport, Deputy Program Manager
- Heidi Nutters, Project Manager
- Nahal Ghoghaie Ipakchi, Project Consultant
- Linda Tong, Project Manager

East Bay Regional Park District Staff (Supporting or Observing)

- Katherine Dudney, Management Analyst
- Alice Kinner, Training Manager
- Lisa Goorjian, Chief of Design and Construction

1. Welcome & Introductions

Facilitator: Economically Disadvantaged Communities Ad Hoc Committee Chair Dr. Ana M. Alvarez, East Bay Regional Park District

Each attendee introduced themselves and their role. Facilitator briefly described the history of the Economically Disadvantaged Communities Ad Hoc Committee (Committee) and the purpose of the meeting. This is the second meeting of the Committee, and the objective is to learn from the recommendations of other reports (APEN, Greenlining Institute), agencies (e.g., Portland Metro), and the SFBRA Community Based Assessment recommendations to develop recommendations for increasing equity in the granting process for consideration of the Advisory Committee on October 11th and the Governing Board on December 6, 2019.

2. Presentation on Recent Equity Reports by Greenlining Institute and APEN

Presenter: Linda Tong, SFBRA Project Manager

The presenter provided an overview of new reports aimed at state and local policymakers that address improving equity and environmental justice in climate resilience programs. Research from the Asian Pacific Environmental Network (APEN) shows a path forward for identifying the people and regions most impacted by climate change, while a guidebook from The Greenlining Institute provides a practical resource for implementing an equitable approach to building climate resilience.

[APEN: Mapping Resilience: A blueprint for thriving in the face of climate disasters.](#) The report reviewed 40 frameworks (maps) related to community vulnerability, identifying several outstanding frameworks. Recommendations include:

- Assessing climate vulnerability based on regional characteristics and specific threats rather than statewide comparisons
- Not developing new climate vulnerability indicator sets (many good frameworks already in place)
- Need to develop a centralized and well-disseminated set of climate vulnerability indicators and visualization platform
- Public officials should ground-truth and complement vulnerability maps with community expertise

[Greenlining: Making Equity Real in Climate Adaptation and Community Resilience Policies and Programs: A Guidebook.](#) It is precisely designed for policy and decision makers involved in grant programs. The guidebook includes specific examples of existing policies and programs. Four steps are provided for 'making equity real' (impactful):

1. Embed equity in the mission, vision, and values
2. Build equity into the process
3. Ensure equity outcomes
4. Measure and analyze for equity

The presenter provided some specific examples of implementing these steps, and a fifth of sharing best practices and lessons learned.

The Committee discussed one of the examples related to measuring for equity and commented on the need to ensure that any required measurements/analyses issued by the grant program are realistic, measurable, developed in coordination with communities, and do not needlessly increase barriers.

3. Presentation on Portland Metro Parks: Park Planning & Nature w/ Communities of Color

Presenter: Lisa Goorjian, EBRPD Chief of Design & Construction

The Presenter provided an overview of advancing racial [equity](#) initiatives of [Oregon Metro](#) – a three-county parks and open space special district in the Portland area. Highlights included specific tactics that were implemented that made equity programs relevant and successful, such as:

- Having local communities engaged early in the process – starting when funding measures were proposed to be put on the ballot;
- Developing a community focused grant program, Partners in Nature;

- Working through the Connect with Nature Program with communities of color to plan and design parks;
- Working with community-based organizations to identify local leaders for outreach;
- Developing a toolkit to be used by other park agencies for engaging communities of color;
- Conducting work in concert with emerging city and state government racial equity policies;
- Ensuring consistency at regional, leadership, policy, and staff levels;
- Providing authentic engagement from beginning to end;
- Providing economic compensation, including a stipend, to community-based organizations, community members and leaders for their participation and contribution;
- Removing agency structural and procurement barriers;
- Working at the local level, where parks would be located, and designing for the local community;
- Representing the local community in printed and advertising materials;
- Considering specific cultural needs (cultural relevance) e.g., the importance of family cooking meals as part of connecting to nature;
- Turning opportunities to provide interpretive programming or special events over to local organizations to teach and manage rather than managing at the agency. Naturalists taught local community leaders to give and lead tours.

The Committee discussed the importance of having buy-in at multiple levels – from leadership to staff. They also discussed funding opportunities and whether there are restrictions in the Measure AA guidelines. Funds must be tied to a project, but there may be some flexibility on how that is defined.

For more information, the group can contact Dan Moeller, Conservation Program Director, dan.moeller@oregonmetro.gov, 503-797-1819 (Phone).

4. Community-Based Assessment (CBA) Findings & Recommendations

Presenter: Nahal Ghoghaie Ipakchi, Project Consultant

The Presenter reviewed the methods and findings described in the Community-Based Assessment Document. The study provided an equity-focused assessment of the Measure AA grant program with goals to 1) identify gaps in serving and engaging frontline communities, 2) recommend approaches, strategies, and actions for addressing gaps, 3) identifying opportunities to integrate racial and environmental justice and 4) provide strategies and recommendations that provide long-term benefits for economically disadvantaged communities and achieve the most equitable outcomes.

The methods included a desktop review of materials, such as the Greenlining Report, for a baseline understanding; brainstorming with the Advisory Committee, conducting individual interviews with social justice leaders, and holding focus group discussions. Seventeen recommendations were categorized into five themes:

1. Perceived Relevance (Communicating Measure AA)
2. Barriers to Engagement
3. Capacity Building and Investments
4. Grand Funding Program Operations
5. SFBRA Representation

The recommendations ranged from simplifying language and phrasing to cultivating partnerships to seeking more diverse representation. It was noted that many of the focus group members did not recall/recognize Measure AA or its language, but they did believe see the relevance once the measure was explained. The Presenter indicated that there was an initial mistrust, which was mitigated through the help of community partners. The Presenter encouraged the Committee to consider how to implement all of the recommendations, even if they needed to be phased over time.

The Committee discussed obtaining additional information on resources that provide accessible, inclusive and concise language. The Committee also discussed how the granting program could be set up for community-based groups to be encouraged to apply; the competition from multi-million dollar projects proposed by large agencies was discussed as a perceived barrier. Partnerships were discussed as one option, with the need for trust building and early engagement as an important component. The importance of having a stable Authority contact was identified as one way to help build and maintain trust. Additionally, government officials should be meeting with their constituents. Another topic of discussion centered around the need to reduce administrative burdens to make applying, monitoring, and reporting requirements accessible to community groups.

After the Committee decides how to move forward with the recommendations to the Advisory Board, the next step would be for Authority staff to develop an Implementation Plan that translates the recommendations into action steps, such as modification to materials, to be taken over time.

5. Focus Mapping CBA Recommendations

Alice Kinner, EBRPD Training Manager

Committee members participated in an exercise to place recommendations on axes of low to high impact and less to more feasible (only appointed SBRA Advisory Committee members participated in the exercise). The results of the exercise are shown in the photo below. The two lists below attempt to roughly show how the Committee members ranked the recommendations. Please keep in mind that these lists approximate the results of the exercise, but do not reflect the view of any specific Committee member. The recommendations have been abbreviated for ease of reference. Six recommendations that were highest on both impact and feasibility axes are colored blue. There was general consensus that most of the recommendations would have fairly high impact.

Most Feasible	Most Impact
14. Amend scoring criteria	9. Develop a separate application track
5. Clarify eligibility and application requirements	13. Execute an education campaign
12. Include funding for education and trainings	14. Amend scoring criteria
11. Offer technical assistance to support first-time applicants	17. Strive for inclusive staffing through the executive levels 7. Reduce administrative burdens
16. Hold Committee meetings throughout the subregions	1. Simplify language
3. Establish a communications strategy; 8. Establish a hub to facilitate connections	15. Seek more diverse representation 4. Require partnerships to carryout education and outreach

1. Simplify language	5. Clarify eligibility and application requirements
9. Develop a separate application track	8. Establish a hub to facilitate connections
2. Hire staff with above average cultural competency	11. Offer technical assistance to support first-time applicants
4. Require partnerships to carryout education and outreach	3. Establish a communications strategy
13. Execute an education campaign	10. Cultivate Agency staff skills to build trust. 12. Include funding for education and trainings
15. Seek more diverse representation	6. Promote cross-disciplinary projects
6. Promote cross-disciplinary projects	2. Hire staff with above average cultural competency
10. Cultivate Agency staff skills to build trust.	16. Hold Committee meetings throughout the subregions
17. Strive for inclusive staffing through the executive levels	
7. Reduce administrative burdens	
Least Feasible	Least Impact

General feedback on the exercise was that it was difficult to make assignments due to a) limited familiarity with the recommendations, which had only been provided earlier in the week, b) length of recommendation text and ability to quickly internalize them, and c) the lack of implementation detail, which would affect both the feasibility and impact. The recommendation ‘Develop a second separate application track for small community groups’ was pulled out for discussion as Committee members had different visions for how it could be implemented. Further discussion could look into implementation and also timelines. The full recommendations list will be further explored and refined at the next meeting, scheduled for September 19, 2019.

6. Next Steps & Review of EDC Committee Scope of Work

The Committee will reconvene one more time on September 19 to focus on identifying potential gaps (what’s missing?); solicit priorities from each individual Committee member from CBA Report, Greenlining Guidebook and/or lessons learned from Portland Metro Parks; and reach consensus on what is important for the Committee to advance. Additionally, we will be doing some work over email in order to include this item as part of the next SFBRA Advisory Committee (AC) meeting scheduled for October 11 (our deadline is Sept 30th at latest). The AC’s feedback will be incorporated to finalize a set of recommendations for the consideration of the SFBRA Board at their meeting in the month of December.

7. Adjourn

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San Francisco Bay Restoration Authority Advisory Committee Ad Hoc Subcommittee on Economically Disadvantaged Communities

MEETING NOTES

Prepared by Alexis Barrera, Sea Grant Fellow, State Coastal Conservancy
September 19, 2019
10AM-11:30PM
Meeting Location:
State Coastal Conservancy - Del Norte Conference Room
1515 Clay Street, 10th Floor, Oakland CA

Attendees

Advisory Committee (AC) Members

- Dr. Ana M. Alvarez, Advisory Committee Vice Chair, Lead for the Ad Hoc Subcommittee on Economically Disadvantaged Communities
- Sally Lieber
- Mike Mielke, Vice President / Silico Valley Leadership Group
- Anne Morkill, SF Bay National Wildlife Refuge Complex Manager, U.S. Fish & Wildlife Service
- Letitia Grenier, Resilient Landscapes Program Director, San Francisco Estuary Institute
- Shin-Roei Lee, Board Director / Chinese American Environmental Professional Association
- Myla Ablog, Sole Proprietor, Environmental Consultant
- Diane Williams, Health Educator / Planting Justice

San Francisco Bay Restoration Authority (Authority) Staff

- Jessica Davenport, Deputy Program Manager
- Linda Tong, Project Manager

East Bay Regional Park District Staff (Supporting)

- Katherine Dudney, Management Analyst

SFBRA Consultant

- Nahal Ipakchi, EcoEquity Consulting

1. Welcome & Introductions

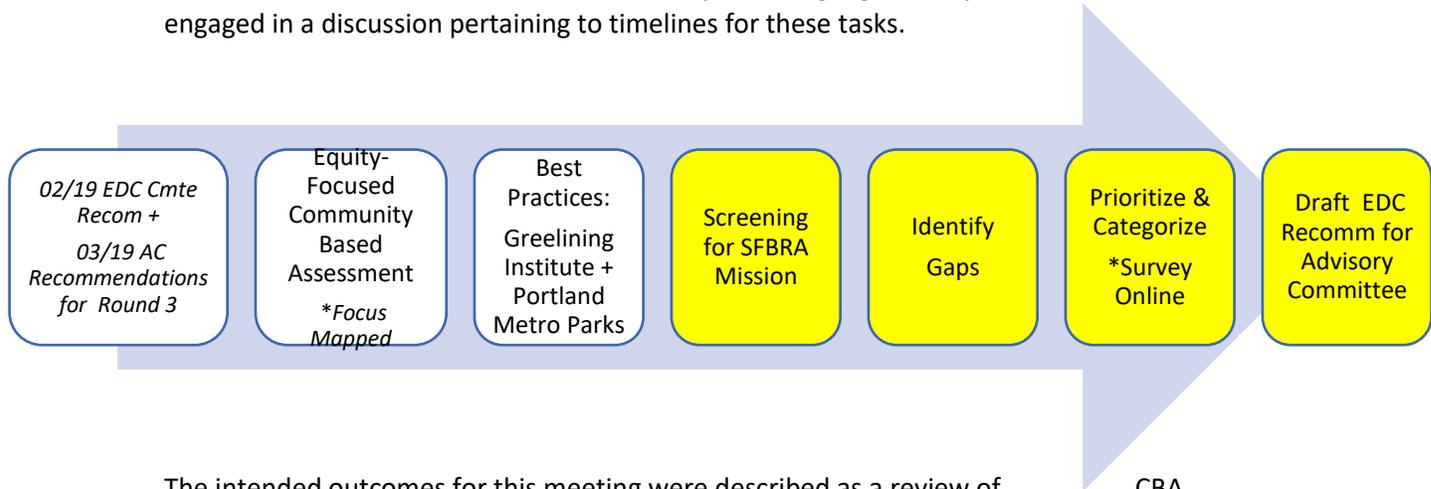
Facilitator: Ad Hoc Subcommittee Lead Dr. Ana M. Alvarez, East Bay Regional Park District

Each attendee introduced themselves and their role. Facilitator described the history of equity and environmental justice work pursued by the Authority and the EDC subcommittee. This is the third meeting of the EDC subcommittee. The Authority had an environmental justice panel with local experts that resulted in a set of recommendations to include equity in the grant program. An equity consultant was contracted to create an Equity-Focused Community Based Assessment (CBA) at the request of Governing Board. Facilitator also briefly described the CBA findings/recommendations and the Focus-Mapping exercise conducted at the last meeting to determine value based on feasibility and impact.

2. Formulating ED Recommendations Pathway

Presenter: Ad Hoc Subcommittee Lead Dr. Ana M. Alvarez, East Bay Regional Park District

Dr. Alvarez reviewed a graph that visually captures the work tasks completed up to date by the Subcommittee and what remained to be completed (highlighted in yellow below). The Subcommittee engaged in a discussion pertaining to timelines for these tasks.



The intended outcomes for this meeting were described as a review of CBA recommendations to screen for mission and prevent “mission creep” and identify any items that are missing from the CBA that will be important to include in Subcommittee draft recommendations to the AC. An online survey was introduced as a tool to ensure full participation of Subcommittee members in the prioritization and categorizing of recommendations. With all of this information, the EDC subcommittee will then draft recommendations by October 02, 2019 to be included in the packet for the October 11, 2019 Advisory Committee meeting.

A question was raised about the timeline of the implementation of “Round 3 Recommendations” from the Subcommittee, AC and the community interviews led by the equity consultant. Staff responded by indicating that due to timing, those recommendations will be deferred to a future round; although some have already been implemented as part of Grant Round 3. For example:

1. the RFP was extended from 2 to 3 months
2. a guidance document, *Tips for Meaningful Community Engagement*, was also released to project applicants.
3. During the actual scoring of project applications, scorers will also be flexible in prioritizing equity issues that have been previously discussed.

A reminder will be sent to the community interviewees who participated in the surveys letting them know that their input will be reflected in future grant rounds.

Discussion on what implementation could look like took place. Authority staff may need to develop an Equity Work Plan, supported and approved by the Governing Board, which the Authority staff will commit to developing in a staff memo presented along with the AC recommendations.

3. Debrief on Focus Mapping Results on Equity-Focused CBA Recommendations

Presenter: Katherine Dudney, Management Analyst

The presenter summarized the process for the Focus Mapping exercised that took place at the last Subcommittee meeting of August 30, 2019; an analysis of the results was highlighted. CBA recommendations were scaled for feasibility and impact. The recommendations that were highlighted were selected because they were scored high in both feasibility and impact. These recommendations will be prioritized for short-term or long-term implementation, however no recommendations will be deleted or removed.

The presenter then summarized the prioritized recommendations that scored well in feasibility and impact (the numbers are referenced from the CBA Report):

CBA Recommendation #14: Amend scoring criteria: scored high in both categories

CBA Recommendation #1: Simplify language: scored mid-high in both

CBA Recommendation #5: Clarify eligibility: one of the most feasible, less so on impact

CBA Recommendation #11: Offer technical assistance: high on feasibility

CBA Recommendation #8: Establish a hub to facilitate connections: mid-range on both

- Hub would be for ecological, social justice, community empowerment types of funding.
- “Match making” hub for funding organizations

CBA Recommendation #9: Develop separate application track ~

A question was raised about whether developing a separate application track would impact timing and staff resources as there would be a lot of issues for implementation. Timing for implementation of these recommendations is crucial because of the rapidly approaching 2030 year, after which restoration projects will be more costly and difficult to implement. It was suggested by Authority staff that the separate proposal track could be implemented on a trial basis, 2-3 years, to see if it helped applicants. There are similar separate application tracks used by other agencies such as the California Department of Water Resources that could be used as a model. Another suggestion was made to have larger organizations act as an umbrella entity to support smaller organizations with processing and receiving government grants.

4. Working Session

a) Screening for SFBRA Mission & EDC Ad Hoc Committee Scope

For the Authority, eligible projects must be a habitat restoration project, but can have flood or public access elements. As such, some of these recommendations could only be implemented using the administrative budget, not the projects appropriation. If a community-based organization (CBO) applied for a planning grant that had a lot of community engagement, then it could be funded as the first phase of a restoration project. This action would also send a positive message to include equity work for other potential projects.

Specific recommendations from the equity assessment that might be beyond the mission of the Authority were discussed in more detail, as follow:

CBA Recommendation #8: Establish a hub to facilitate connections ~ This seems to be outside the scope of the Authority, but could be a better fit for the Bay Conservation and Development Commission or the San Francisco Foundation

CBA Recommendation #16: Hold committee meetings throughout the subregions of the Bay Area ~ a central location was preferred by AC. However, AC tours could include locations of potential projects in economically disadvantaged areas as defined by the Authority, where applicants could better explain their story.

CBA Recommendation #17: Reach beyond diversity for leadership roles
Appointments to the executive levels of Authority staff are controlled by the State Coastal Conservancy, not the Authority. Appointments to the Governing Board are also not controlled by the Authority. The recommendation would have to be to the Association of Bay Area Governments, which appoints the board. However, it was noted that this recommendation should still be strived for at all levels of staffing, through recommendations to other agencies.

b) Identify Gaps

One gap was brought up concerning the trash in East Oakland affecting the Bay. There was support in having larger organizations handle government grants for smaller organizations to keep restoration funds flowing.

c) Solicit Priorities (in person)

A suggestion was made to clarify grant application language so that restoration priorities are clear to applicants. Use less technical language and try to extend language that non-technical people can understand and relate to.

Support was raised for a separate application track for CBOs and technical assistance, particularly on NEQA/CEQA documents. Involvement of communities in planning with bigger organizations is also needed.

5. Full Committee Engagement in Prioritizing & Categorizing (online survey)

Participants were asked to take the online survey, which will close September 25, 2019 . The survey will solicit for priorities and categorizing by what can be done in near, short and longer term. The survey will also serve as a second screening process for “mission creep” and gaps.

6. Next Steps & Review of EDC Committee Scope of Work

Draft recommendations will be sent out for review to the EDC subcommittee then submitted to Authority staff October 2, 2019. The next AC meeting will be on October 11, 2019 where Subcommittee recommendations will be presented along with the CBA Report. Final recommendations will be forwarded to the Governing Board in time for their December 2019 meeting.

Note from Jessica Davenport to strive for consensus from the full AC, with the potential option to go with a majority vote, if necessary, and include dissenting opinions in the presentation to the Governing Board.

7. Adjourn