

AGENDA: 6

**BAY AREA AIR QUALITY
MANAGEMENT DISTRICT**

TASK ORDER #2

**PERFORMANCE AUDIT OF DISTRICT-WIDE
HUMAN RESOURCES MANAGEMENT**

**ADMINISTRATION COMMITTEE MEETING
APRIL 20, 2022**

Prepared by:
Sjoberg
Evashenk
Consulting

PROJECT OBJECTIVES

- The Bay Area Air Quality Management District (District) hired Sjoberg Evashenk Consulting, Inc., to perform independent management audit services.
- Task Order No. 2 requires an independent performance audit of human resources management functions within the Air District. The objectives of this performance audit are to determine whether:
 - Established human resources management functions ensure compliance with federal and state laws, as well as District policies and directives.
 - Human resources business processes efficiently and effectively meet Air District priorities.
 - The recruitment and filling of the 16 remaining FYE 22 vacancies is compliant with Board directives and the FYE 22 Budget.
- Key Deliverables:
 - Ongoing Determinations that Recruitments Adhere to Air District Policies and Board Directives
 - Final Audit Report (October 31, 2022)

PROJECT APPROACH

To meet the project objectives, this performance audit will focus on the following areas:

- Hiring and Recruiting
- Classification and Compensation
- Employee Recordkeeping
- Employee Relations and Performance Management
- Benefits Management
- Employee Relations
- Workplace Investigation
- Payroll Management
- Professional and Workforce Development, Training, and Succession Planning
- Workplace Safety & Health
- Diversity, Equity, and Inclusion Initiatives

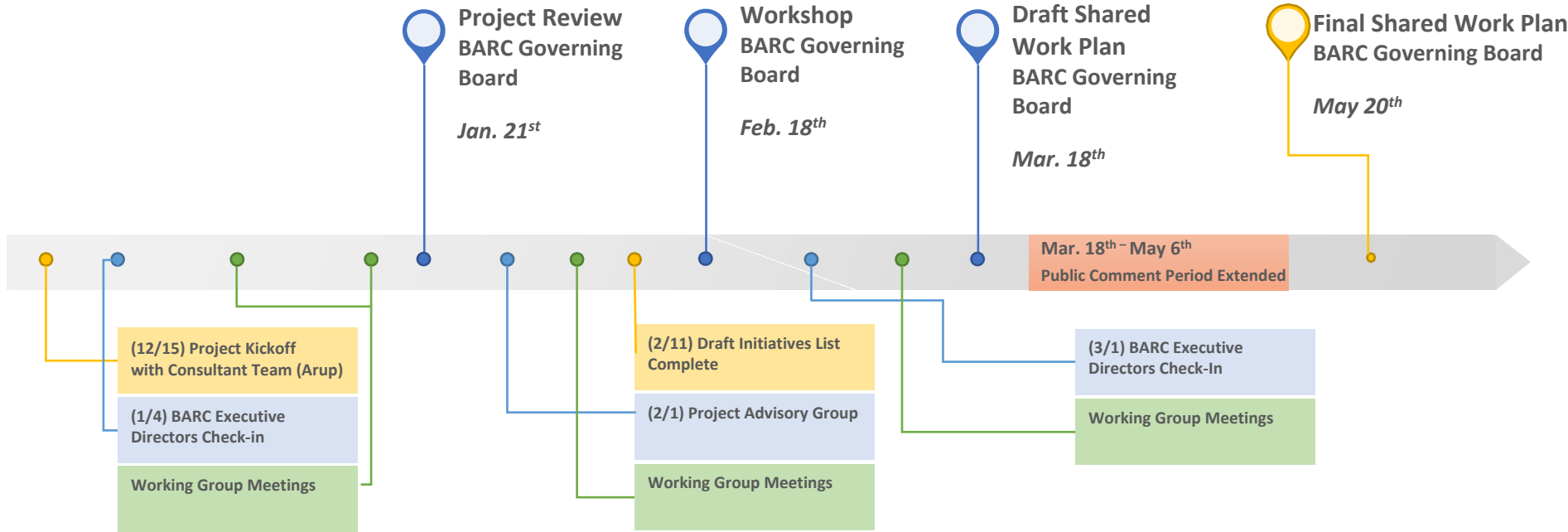
George Skiles, Partner

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Draft BARC Shared Work Plan Overview

Presentation to BAAQMD Administration Committee
Allison Brooks, BARC Executive Director
April 20, 2022

Timeline for Development of Draft Shared Work Plan



Shared Work Plan Goals

Identify

Identify actions that advance high priority shared climate goals in 1-5 years and accelerate **cross-agency alignment**

Commit

Commit to devoting appropriate staff time and resources in Fiscal Year 22-23

Prioritize

Prioritize social equity, justice, and inclusion across projects

Develop

Develop a coordinated technical assistance program to support local action and innovation

Evaluate

Evaluate and monitor Initiative progress through appropriate metrics



Joint Resolution to Address Climate Change September 17, 2021

WHEREAS, according to the recent United Nations Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), catastrophic climate change impacts, including extreme droughts, severe heat waves and flooding, will continue to worsen for at least the next 30 years across the globe, while global sea levels will continue to rise at least for centuries¹; and

WHEREAS, the increasingly frequent and severe impacts of climate change in the Bay Area do not conform to jurisdictional boundaries or the planning and regulatory authorities of any one agency or organization, and are creating overlapping risks to public health and safety that necessitate an integrated approach to air pollution mitigation and climate resilience; and

WHEREAS, scientific estimates project that California could experience as much as seven feet of sea level rise by the end of the century², with the San Francisco Bay estimated to experience two-thirds of the flood impacts projected for the state³; and

WHEREAS, increasingly frequent and severe wildfires are creating air quality impacts that represent a public health crisis for Bay Area residents, while undermining progress on reducing greenhouse gas emissions. In 2020, wildfires released an estimated 112 million metric tons of CO₂ into the atmosphere⁴; and

WHEREAS, warming temperatures and prolonged drought increasingly stress the Bay's estuarine ecosystem and the ecological processes that it supports, while threatening the water supplies of communities around the region and throughout the state; and

WHEREAS, the Bay Area region's most socioeconomically vulnerable frontline communities are at great risk of exposure to climate threats and have limited access to the resources needed to reduce risks and increase the resilience necessary to recover from disasters; and

WHEREAS, by practicing an advanced form of coordination and strategic integration across the planning, investments, and regulatory activities of its member agencies, BARC aims to measurably and equitably improve the resilience, adaptive capacity,

¹ Intergovernmental Panel on Climate Change. (2021, August). Climate Change 2021: Summary for Policymakers. https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_SPM.pdf

² California Legislative Analyst's office. (2020, August). What Threat Does Sea-Level Rise Pose to California?

https://lao.ca.gov/Publications/Report/4261#California_Will_Experience_Rising_Seas_and_Tides

³ Barnard, P.L., Erikson, L.H., Foxgrover, A.C. et al. Dynamic flood modeling essential to assess the coastal impacts of climate change. *Sci Rep* 9, 4308 (2019). <https://doi.org/10.1038/s41598-019-40742-z>

⁴ California Air Resources Board. (2021). Frequently Asked Questions: Wildfire Emissions. <https://ww2.arb.ca.gov/resources/documents/frequently-asked-questions-wildfire-emissions>

Initiatives Evaluation Criteria

Effectiveness & Impact



- Is it ambitious enough to meet regional goals and the climate emergency?
- Does the initiative support alignment of related activities across *multiple agencies* to deliver a stronger outcome?
- Is there value-add in this being tackled at the *regional* level?

Enthusiasm & Consensus



- How much interest do BARC member agencies demonstrate for this initiative?

Feasibility & Capacity



- How realistic is it to implement in the next 1-5 years?
- Do the lead and partner agencies have the resources to deliver? If not, can BARC help identify and secure needed resources?

Positive Equity Outcome



- How does the initiative measurably improve quality of life outcomes for black, indigenous, people of color (BIPOC) and frontline communities, and advance fair and inclusive processes?

4 Shared Work Plan Initiatives

Climate Adaptation	
1	Regional Adaptation Plan
2	Regional Technical Assistance

GHG Reduction	
3	Zero Emission Transit Bus Infrastructure
4	Low-Carbon, High-Equity Neighborhoods

Climate Adaptation Initiatives

1	Regional Adaptation Plan	Develop a Regional Multi-Hazard Adaptation Plan
2	Regional Technical Assistance	Establish a regional technical assistance program to support local governments in advancing shared approach to adaptation planning and project implementation

Initiative 1: Regional Adaptation Plan

Problem Statement: The Bay Area faces increasing risks from climate hazards including sea-level rise, coastal and inland flooding, extreme heat, drought, and wildfires. The current lack of standardized and coordinated adaptation approaches across the region creates individualized local actions and disjointed approaches to managing risk. This environment also creates competition for funding and disparate resilience preparedness throughout the Bay, often leaving those most at risk at a further disadvantage.

Goal: Develop a Regional Multi-Hazard Adaptation Plan that creates a standardized regional approach to manage risk and achieve greater resilience across the Bay Area.

Objectives

- Regional Multi-Hazard Adaptation Plan 1.0 is developed in partnership with cities, counties, special districts and other stakeholders
- Fulfill federal Resilience Improvement Plan requirements
- Conduct outreach and stakeholder engagement (special focus on high risk, frontline areas) to inform Regional Adaptation Plan and Technical Assistance
- Analyze public sector roles, authorities and opportunities for each hazard (e.g. city/county/regional/state) to inform regional role
- Reach agreement on 'how to measure success'
- Study optimal regulatory and legislative approach(es), identify gaps
- Influence future growth frameworks via Plan Bay Area

Initiative 2: Regional Technical Assistance

Problem Statement: Local governments have different levels of capacity and resources available to conduct adaptation planning and develop risk management strategies – especially those at the frontlines of risk and most in need of early interventions.

Goal: Establish a regional-scale technical assistance program to support local governments in advancing a range of location-specific adaptation planning and project implementation actions to help manage risk and foster more equitable resilience.

Objectives

- Establish a centralized source for adaptation data, standards, and guidance
- Support consistent, high quality local adaptation planning in cities and counties, tied to regional standards and criteria
- Easy-to-access technical assistance offerings reflect a range of needs expressed by local governments and community-based organizations
- Secure additional resources from state and federal government to support program
- Help move local planning towards decision-making and implementation to create a pipeline of viable grey and green adaptation projects
- Apply data and stakeholder input to help prioritize actions in areas and communities most at risk

GHG Reduction: Potential Initiatives

3	Zero Emission Transit Bus Infrastructure	Accelerate Zero-Emission Transit Bus (ZEB) deployment by supporting coordinated expansion of infrastructure and modernized facilities across the region. Position the region to capture significant federal and state funds to do so.
4	Low-Carbon, High-Equity Neighborhoods	Align agency activities focused on affordable housing, building decarbonization, EV charging, trip reduction and resilience for a holistic approach to create affordable, healthy, zero-emission neighborhoods. If funded, launch a regional Challenge Grant program to spur innovative planning across the region.

Initiative 3: Zero Emission Transit Bus Infrastructure

Problem Statement: Buses play a critical role in meeting transportation demand and reducing single-passenger trips, especially in lower-income communities of color. Zero-emission buses (ZEBs) further regional efforts to meet GHG reduction goals. Currently, MTC/ABAG and BAAQMD interface with and support the Bay Area's 27 transit agencies' ZEB efforts in a piecemeal fashion. To be more competitive for the significant State and Federal funding imminently available for ZEBs and charging infrastructure, MTC/ABAG and BAAQMD require a coordinated regional strategy.

Goal: Accelerate Zero-Emission Transit Bus (ZEB) deployment by supporting coordinated expansion of infrastructure and modernized facilities across the region. Align agency funding to better leverage funds and attract upcoming State and Federal funds.

Objectives

- ZEB charging infrastructure capacity increased
- The Bay Area is established as a leader in ZEB infrastructure
- Ability to compete for time-sensitive funding opportunities
- Unified strategy for grantmaking
- Coherent point of contact for transit agencies
- Analyze potential for shared charging infrastructure among transit agencies, and in cities and counties (potentially aligning with charging needs of other public vehicle fleets)
- Alignment with existing efforts to scale up ZEBs

Initiative 4: Low-Carbon, High-Equity Neighborhoods

Problem Statement: MTC/ABAG and BAAQMD are currently pursuing a number of separate, yet interrelated activities to decarbonize how Bay Area residents live and commute, including: low-carbon multi-family housing development, technical support for updating housing elements, EV charging incentives, trip reduction pilot programs and transit-oriented communities, community-driven action plans in the most-impacted communities through AB617. The siloing of these different efforts can fall short of maximizing and leveraging programs and investments to achieve both low-carbon and high-equity results for people and communities.

Goal: Strategically align related agency activities to ensure a holistic, coordinated and more impactful approach to neighborhood GHG reduction, with equity considerations front and center. Identify opportunities to spur innovation in safe, healthy, clean and affordable multi-modal neighborhood design across Bay Area cities.

Objectives

- Conduct analysis and mapping of existing programs across the agencies to identify areas ripe for further coordination and alignment, opportunities for leveraging grant programs for maximum impact, and identify gaps in focus and service
- Advance GHG reduction strategies in multi-family affordable housing via coordination across programs (e.g. BAHFA, BayREN)
- Identify opportunities to spur innovation in healthy, clean and affordable multi-modal neighborhood design innovation in most impacted Bay Area cities.
- Advance quick-build pilot project implementation

Initiative 2: Low-Carbon, High-Equity Neighborhoods Agency Roles

Bay Area Air Quality Management District

- Building decarbonization technical assistance
- EV charging grant programs
- Funding for trip reduction efforts
- Commuter benefits
- AB617 community-driven action plans



Metropolitan Transportation Commission & Association of Bay Area Governments

- Integration into BAHFA funding initiatives
- BayREN Multi-family assistance
- Housing element technical assistance
- Trip reduction and mobility pilots
- Priority Development Areas (PDAs)
- One Bay Area Grant program (OBAG)
- Commuter benefits

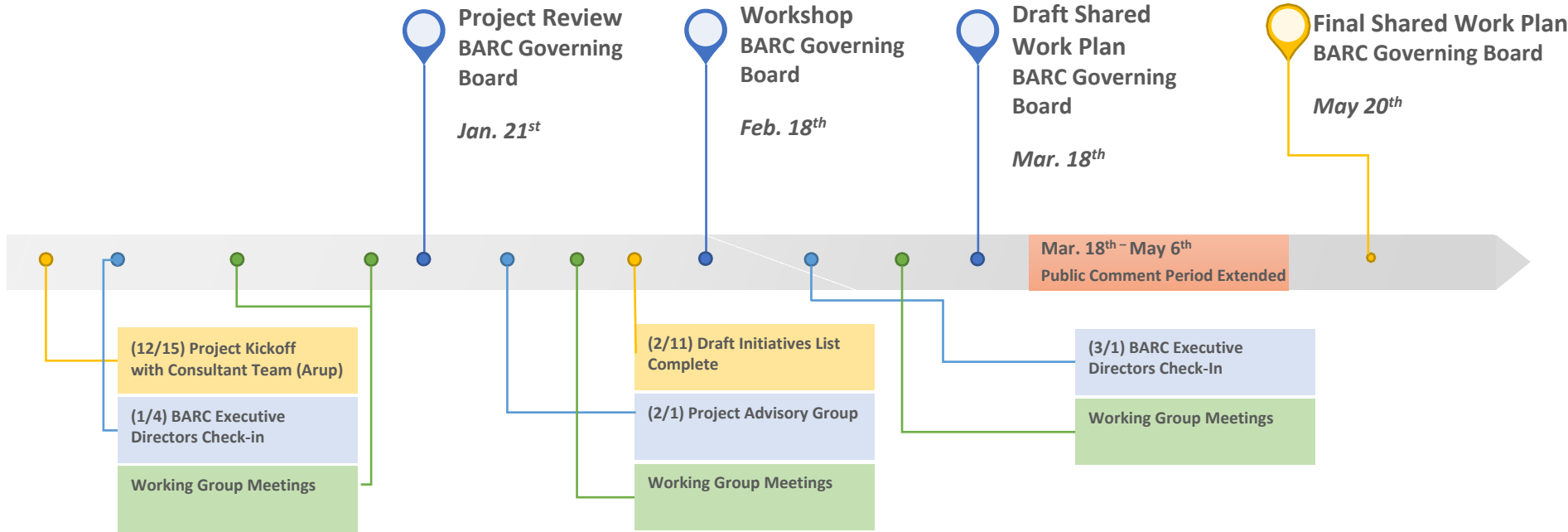
Bay Area Regional Collaborative

- Interagency coordination and facilitation
- Facilitate working groups
- Manage communications
- Manage consultant contracts

Focus During Public Comment Period

- Presentations to member agencies, key stakeholder groups
- Incorporating input and feedback into a revised final draft
- Further refinement of each initiative, what's achievable in year one and onward
- Improving overall framing
- Strengthen and clarify the role in Shared Work Plan in supporting local action and leadership of cities, counties, transit agencies and special districts

Timeline for Development of Draft Shared Work Plan





BAY AREA
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AGENDA: 8

Renewal of Contract for Spare the Air Advertising and Messaging Campaigns

**Administration Committee Meeting
April 20, 2022**

**Kristina Chu
Communications Manager**

kchu@baaqmd.gov

Presentation Outcome



Recommend Board of Directors approve the renewal of the Spare the Air Advertising, Communications and Evaluation Services contract:

Spare the Air Summer Campaign		Spare the Air Winter Campaign	
Advertising	\$600,000	Advertising	\$600,000
Media Relations	\$200,000	Media Relations	\$100,000
Social Media	\$75,000	Social Media	\$75,000
Employer Program	\$200,000	Public Opinion Surveys	\$50,000
Public Opinion Surveys	\$50,000	In-Language Option Surveys	\$69,000*
TOTAL (not to exceed)	\$1,125,000		\$825,000 \$894,000*
Fiscal Year TOTAL			\$1,950,000 FYE 2023 \$2,019,000 FYE 2024

Presentation Outline



- Spare the Air Request for Proposals (RFP) Background
- Proposals Received
- RFP Evaluation Criteria
- Firm Evaluation Scores
- Staff Recommendation

Presentation Requestion Action



Staff recommends:

- Approval of Year 2 of Allison+Partners as the lead contractor for the Spare the Air Advertising, Communications and Evaluation Services;
- Contract cost not to exceed **\$1,950,000 for FYE 2023.**

ALLISON+
PARTNERS

Spare the Air RFP Background



- Communications Office completed an RFP process for the following services for Spare the Air campaigns:
 - Advertising
 - Media Relations
 - Social Media
 - Employer Outreach
 - Public Opinion Surveys

Proposals Received



- 11 RFP responses were received for Advertising, Communications and Evaluation Services for the Spare the Air campaigns from:
 - **Allison+Partners**
 - Bastion Elevate LLC
 - BMWL
 - Built by PN Industries, Inc.
 - **Creative Digital Agency, Inc.**
 - Heart Bay Area
 - Kamrin Communications, Inc.
 - **Next Steps Marketing**
 - **Pro시오 Communications**
 - Sensis
 - School of Thought
- Proposals were reviewed by:
 - Communications Director
 - Communications Manager
 - Public Information Officers from Air District and Metropolitan Transportation Commission

RFP Evaluation Criteria

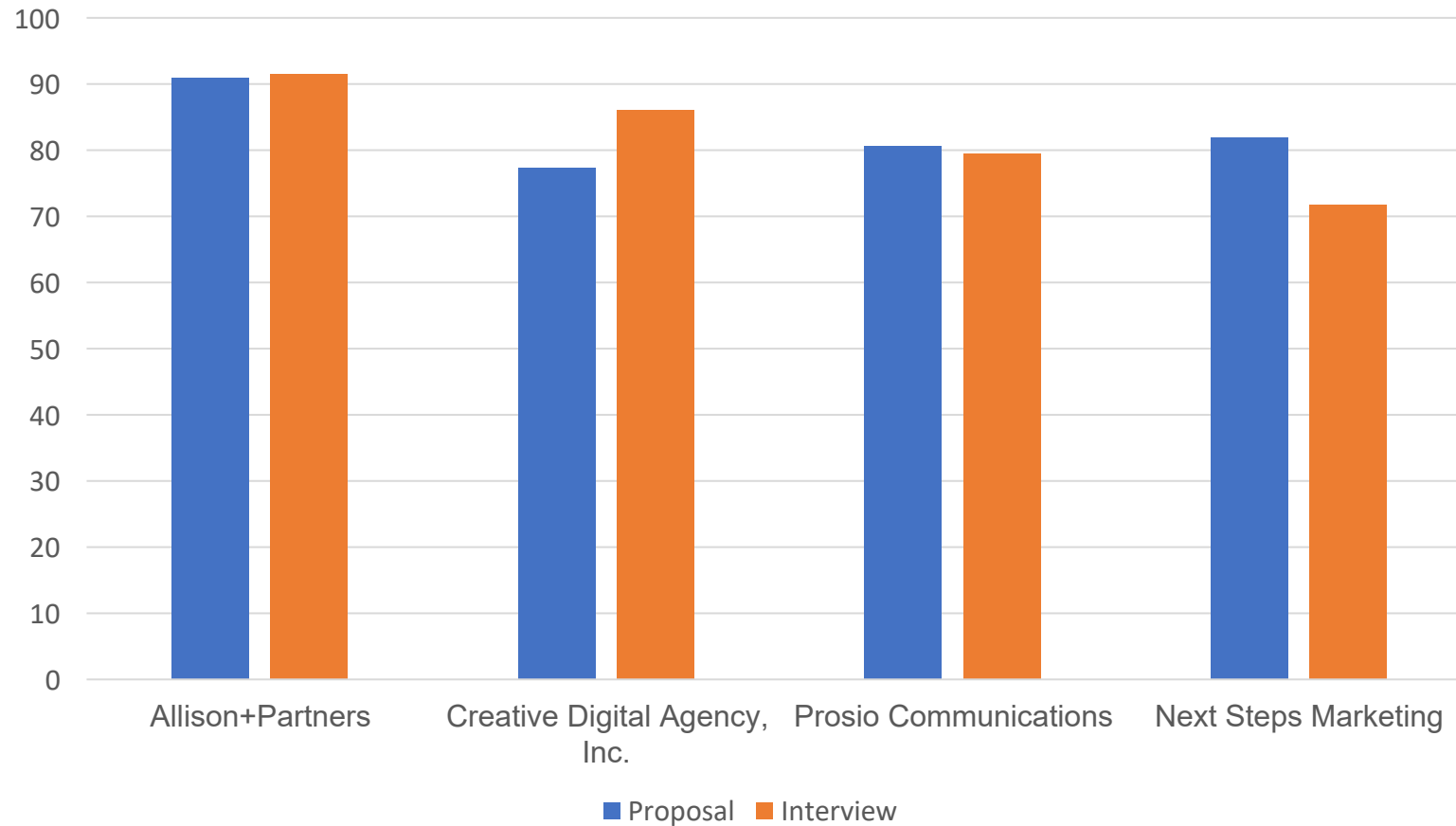


- Proposal evaluation:
 - Technical Expertise 30 points
 - Skill & Experience of Team 20 points
 - Approach to the Proposal 20 points
 - Cost 15 points
 - Local/Green Business 10 points
 - References 5 points
- TOTAL 100 points**

Firm Evaluation Scores



Proposal & Interview Scores



Contractor Team



Contractor team has exceeded expectations

- Thorough and timely execution of projects
- Makes recommendations and performs required tasks

Allison+Partners

- Social marketing and advertising experience
- Television, radio and print advertising expertise

Feedback Requested/Prompt



Recommend the renewal of the existing contract with Allison + Partners for FYE 2023 Spare the Air Campaigns' Advertising, Communications & Evaluation Services in an amount not to exceed \$1,950,000 for the second year of a three-year contract



BAY AREA
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AGENDA: 9

Air District Board Composition Discussion

**Administration Committee Meeting
April 20, 2022**

**Alan Abbs
Legislative Officer
aabbs@baaqmd.gov**

Presentation Outcome



Staff will provide the Administration Committee (Committee) with background, history, and answer questions related to the Air District's Board of Directors (Board) composition in the existing Health and Safety Code.

Presentation Outline



Staff will present the Air District's existing Health and Safety Code statute related to:

- Board composition
- Formula used to allocate Board members between cities and counties
- Answer questions regarding Board composition and discuss:
 - Potential number of new appointees
 - Appointing authority
 - Eligibility criteria
 - Discuss concept of changing formula for established elected officials.

Presentation Requested Action



Staff requests direction from the Committee to research and present future options for Board composition at a future meeting.

County Representation



Population of 300,000 or less:

- 1 representative each: Marin and Napa

Population of 750,000 or less, but more than 300,000:

- 2 representatives each: Solano and Sonoma

Population of 1,000,000 or less, but more than 750,000:

- 3 representatives each: San Francisco and San Mateo

Population of more than 1,000,000:

- 4 representatives each: Alameda, Contra Costa, and Santa Clara

Selection Process



- In appointing representatives from individual counties, the first appointee is a county supervisor, the second a city councilmember or mayor, the third a county supervisor, and the fourth a city councilmember or mayor.
- Appointees are determined by the respective county boards of supervisors or city selection committees, and in some instances county boards of supervisors have exercised their prerogative to appoint a member from the list provided by a city selection committee to fill a county supervisor seat.

Other Air Districts



Air District	Population	Counties (whole and partial)	Total Board Members	External Appointee(s) Information
Bay Area	7.5 million	9	24 County Elected (14) City Elected (10)	Mayor of San Francisco currently appoints a deputy to act on her behalf
South Coast	17 million	4	13 County Elected (4) City Elected (6) External Appointee (3)	1 - Governor Appointed 1 - State Senate Rules Committee Appointed 1 - Speaker of State Assembly Appointed
San Joaquin	4.3 million	8	15 County Elected (8) City Elected (5) External Appointee (2)	Governor Appointed with the advice and consent of Senate: 1 - Physician 1 - Medical or scientific expertise
Sacramento Metro	1.6 million	1	14 County Elected (5) City Elected (9) External Appointee (0)	None
San Diego	3.3 million	1	11 County Elected (2) City Elected (6) External Appointee (3)	Board Appointed 1 - Physician or Public Health Professional 1 - Environmental Justice Representative 1 - Scientific or Technical Background



Questions / Discussion