

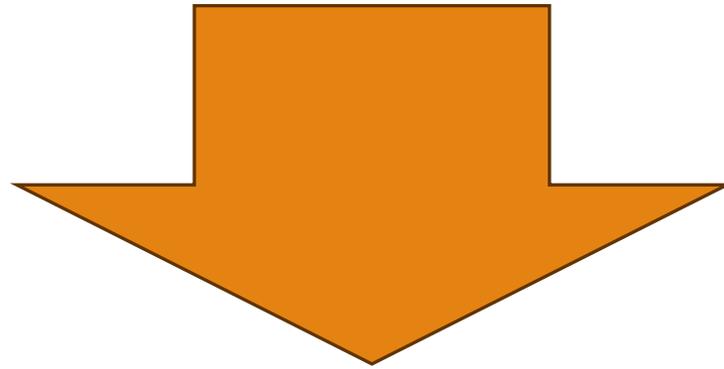
Regional Planning at a Moment of Transition

BAAQMD Board of Directors Meeting – January 31, 2024

Kate Gordon, Visiting Scholar, UC Berkeley – Haas School of Business



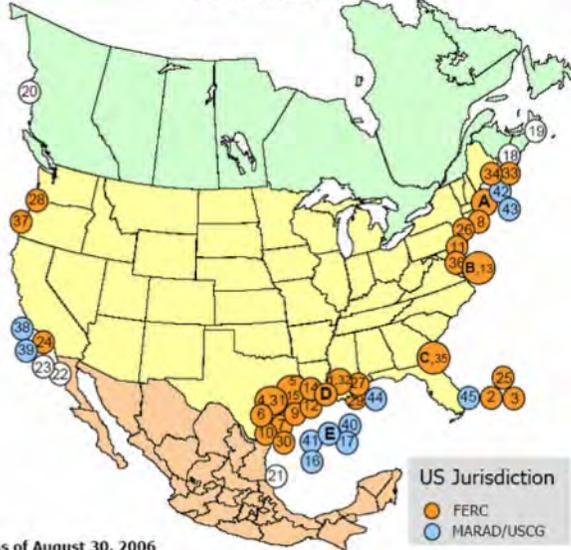
Two Decades of Geopolitical, Economic, and
Climate Shocks



Political Will for Transition Planning &
Implementation

Geopolitical & Supply Chain Shocks

FERC
Existing and Proposed North American LNG Terminals



As of August 30, 2006

* US pipeline approved; LNG terminal pending in Bahamas
** Construction suspended

Office of Energy Projects



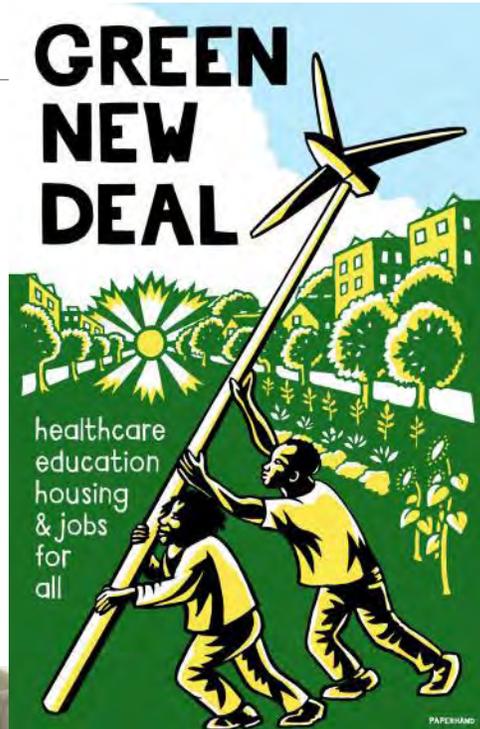
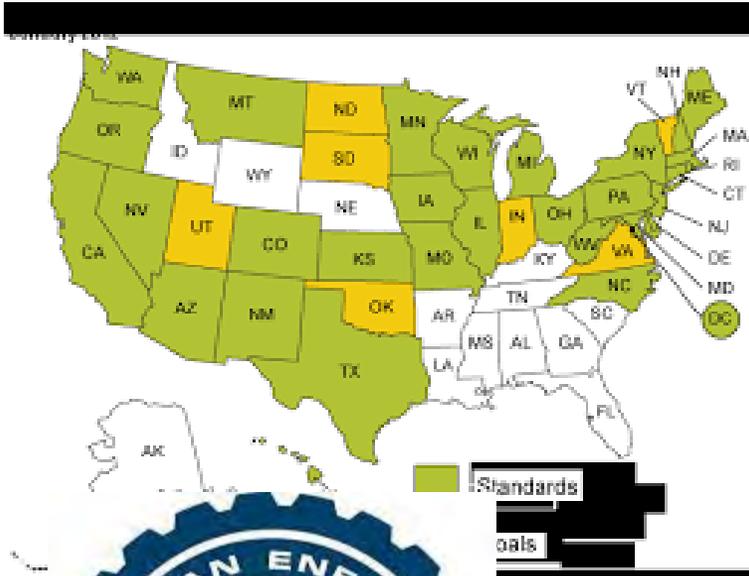
Economic Shocks

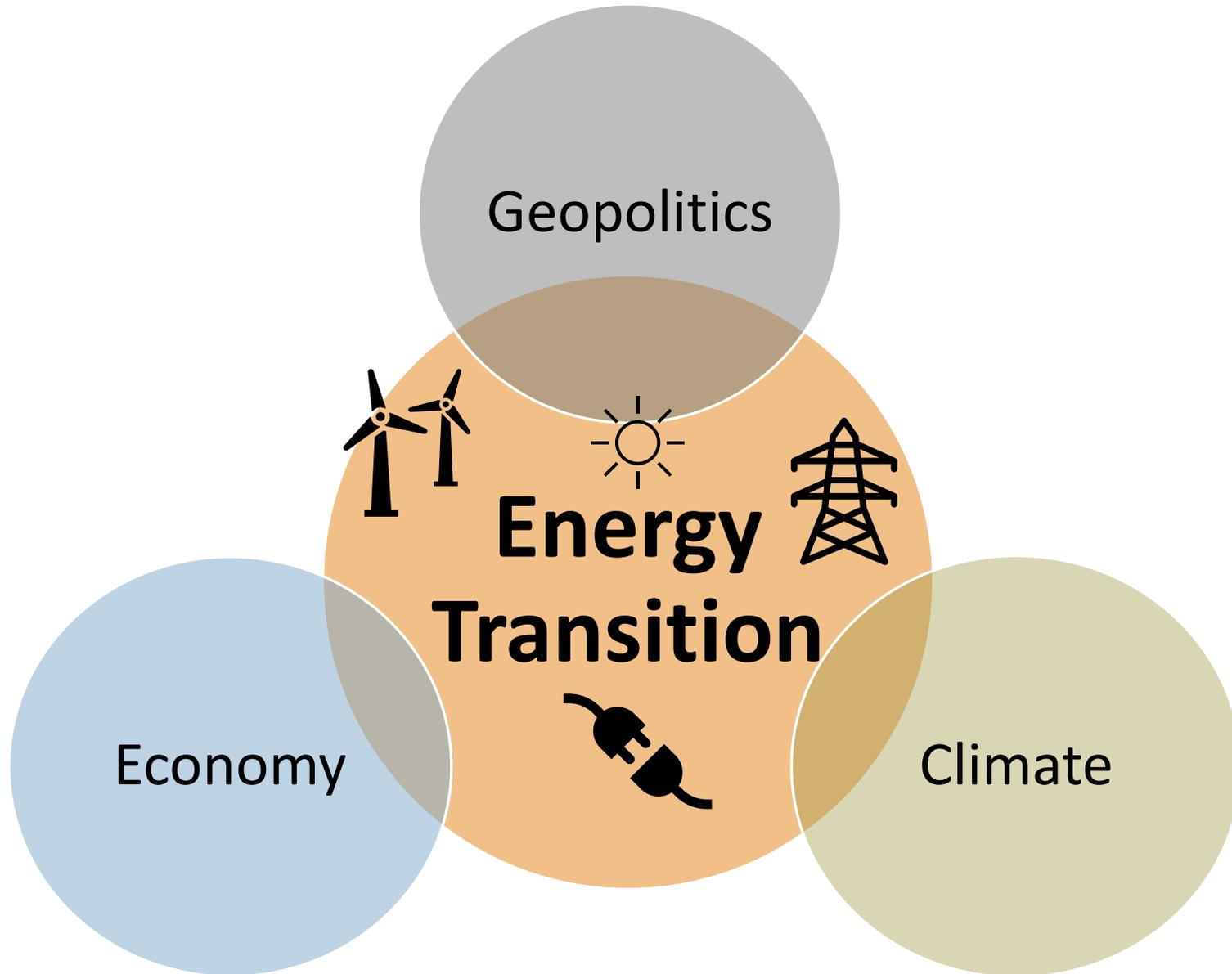


Climate Shocks



A 20-year march toward TRANSITION







*Images from Google search for
“Clean Energy Future”*

Our imagined
“Clean Energy
Economy”

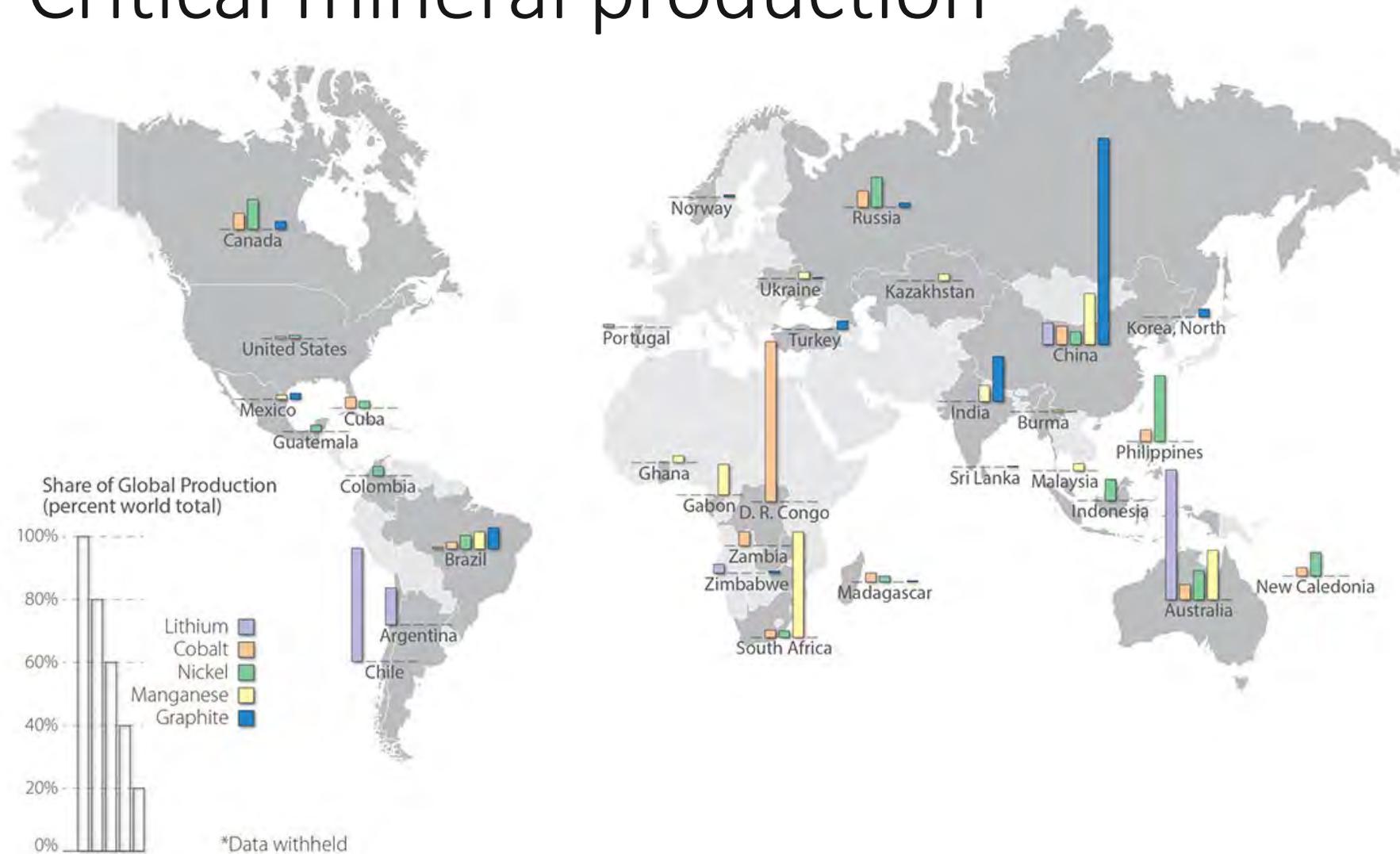


The reality of the clean energy industrial economy

Technologies behind the curtain of the “clean energy future”:
critical mineral mining, high voltage transmission, EV & wind turbine manufacturing, carbon removal

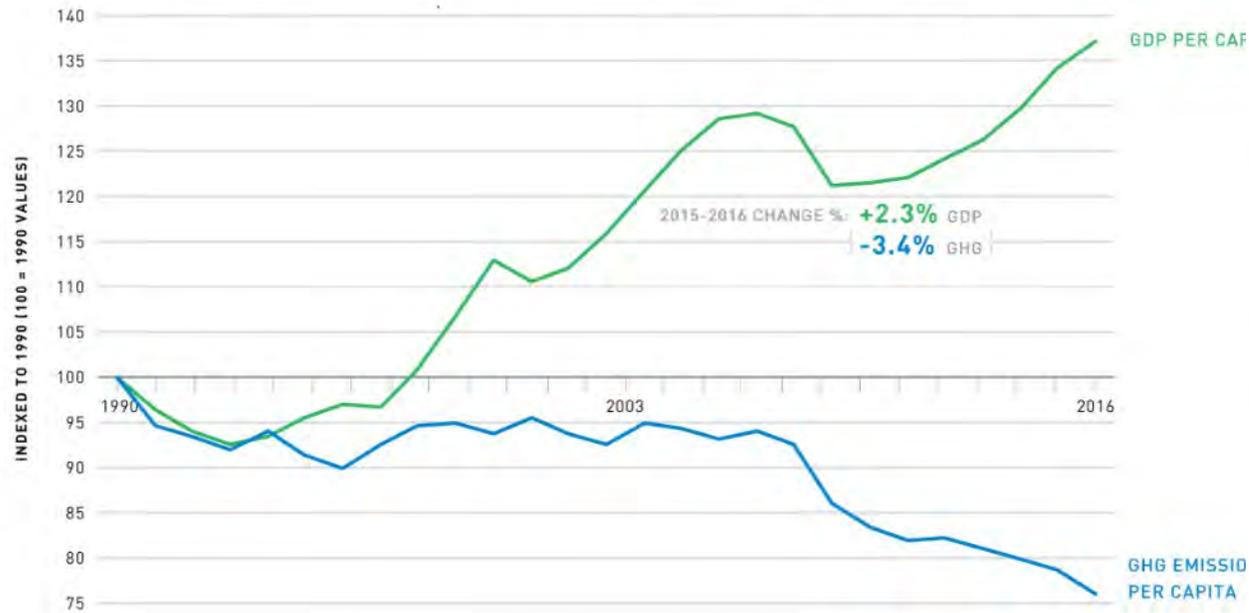


Geopolitics meets Clean Energy: Critical mineral production



Equity meets Clean Energy: Lower emissions ≠ Lower inequality

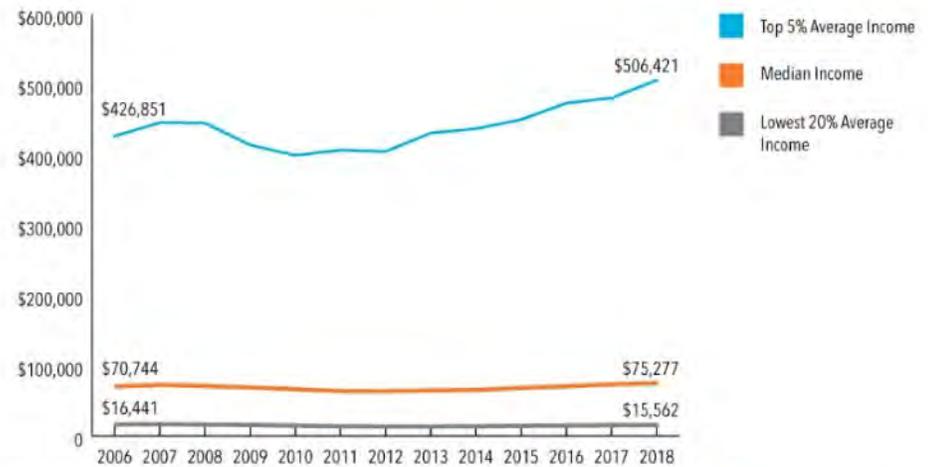
CALIFORNIA RELATIVE TRENDS SINCE 1990: GREENHOUSE GAS EMISSIONS (MTCO₂e) & GDP DOLLARS PER CAPITA



NEXT 10 CALIFORNIA GREEN INNOVATION INDEX. Data Source: California Air Resources Board, California Greenhouse Gas Inventory – by Sector and Activity; Bureau of Economic Analysis; U.S. Department of Commerce; U.S. Census Bureau. NEXT 10 / SF - CA / USA

Income Inequality for California Households Has Significantly Grown in Recent Years

Inflation-Adjusted Household Income, 2006 to 2018

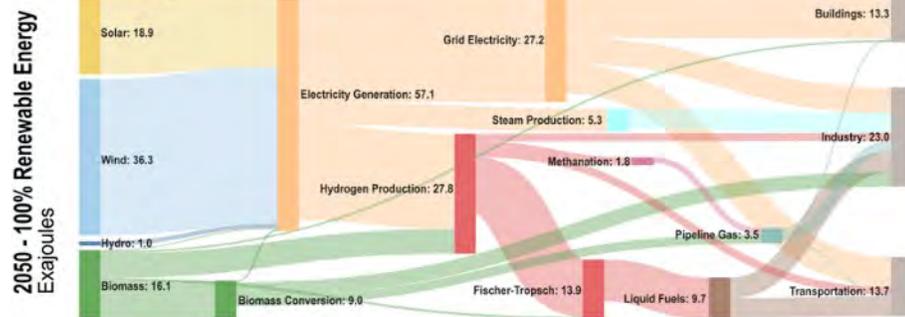
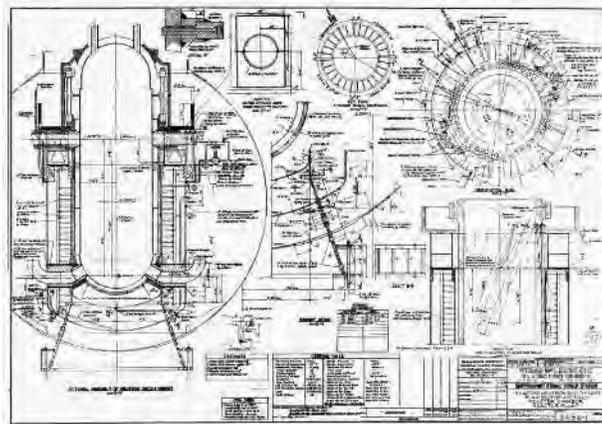


Source: Budget Center analysis of US Census Bureau, American Community Survey data

Moving toward a “Just Transition”

From Place-Neutral Modeling & Technology...

...to Place-Based, People-Based Approach



What is “Place-Based”?

Core elements for success:

- Include an **agreed-upon definition of “place”** for the purposes of the program or project (scope, geography targeted population within a geography, etc)
- Recognize the **specific challenges and opportunities** of each place where investment is targeted (avoid “one size fits all” approaches)
- **Engage community members and stakeholders as active participants** in program development and implementation
- Take a **systems approach** that recognizes and addresses historic inequity and builds toward long-term change
- Continuously **learn and adapt** for better outcomes



Source: Urban Institute, 2018

Policy priorities for a Place-Based Energy Transition



Planning for Transition After COVID: The American Rescue Plan (the Heart)



Support for Basic Infrastructure: Bipartisan Infrastructure Law (The Backbone)

\$1.2 Trillion for transportation and infrastructure spending

\$550 Billion for new investments and programs

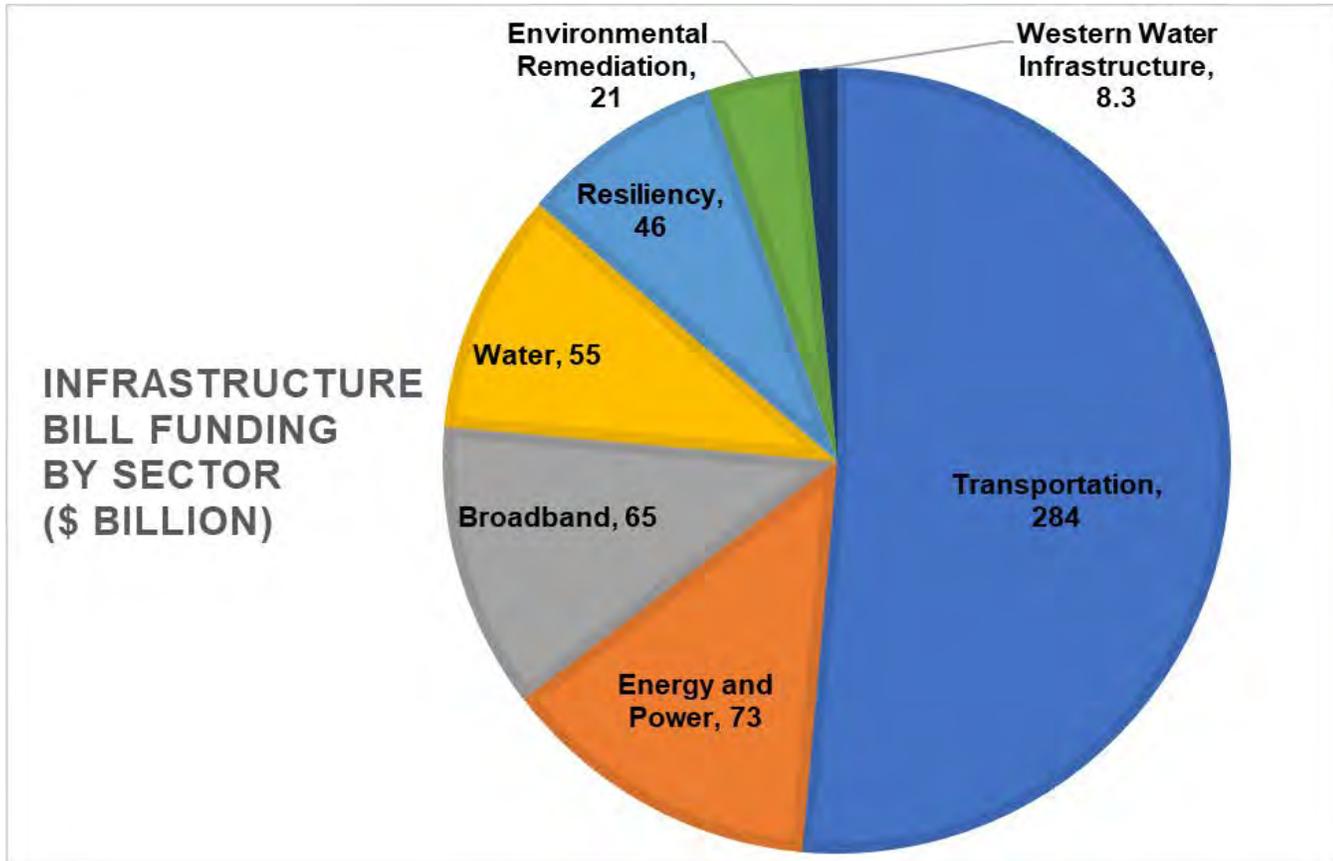
\$62 Billion to Dept of Energy for demonstration & deployment

Billions for remediation, reclamation, restoration, resilience

5-10 year spending horizons

Formula spending + competitive grants

Focus on domestic investments, jobs, workers & communities

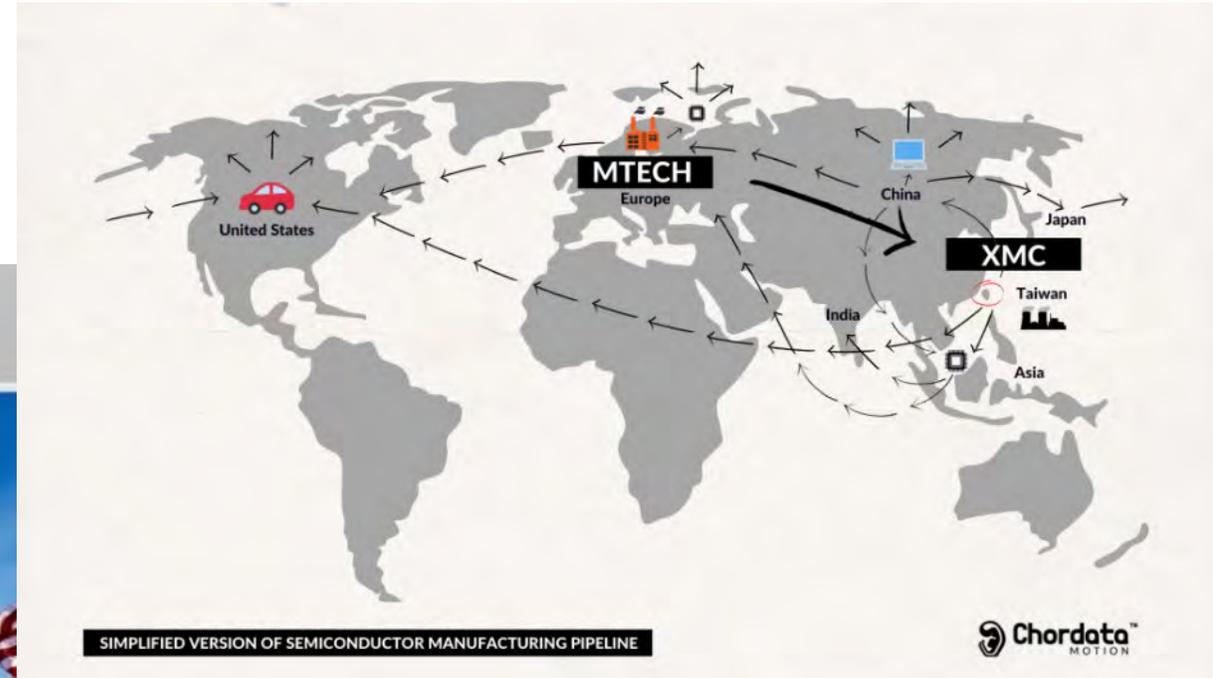


Investing in Innovation: CHIPS and Science Act (The Brain)



ABOUT CHIPS AND SCIENCE ACT

- **\$280B** in funding
- **\$52B** for chipmakers to build manufacturing plants
- **\$81B** for The National Science Foundation
- **\$24B** in tax credits for chipmakers
- **\$170B** for tech research and development
- **\$50B** to The Energy Department over 5 years



Clean Energy Funding

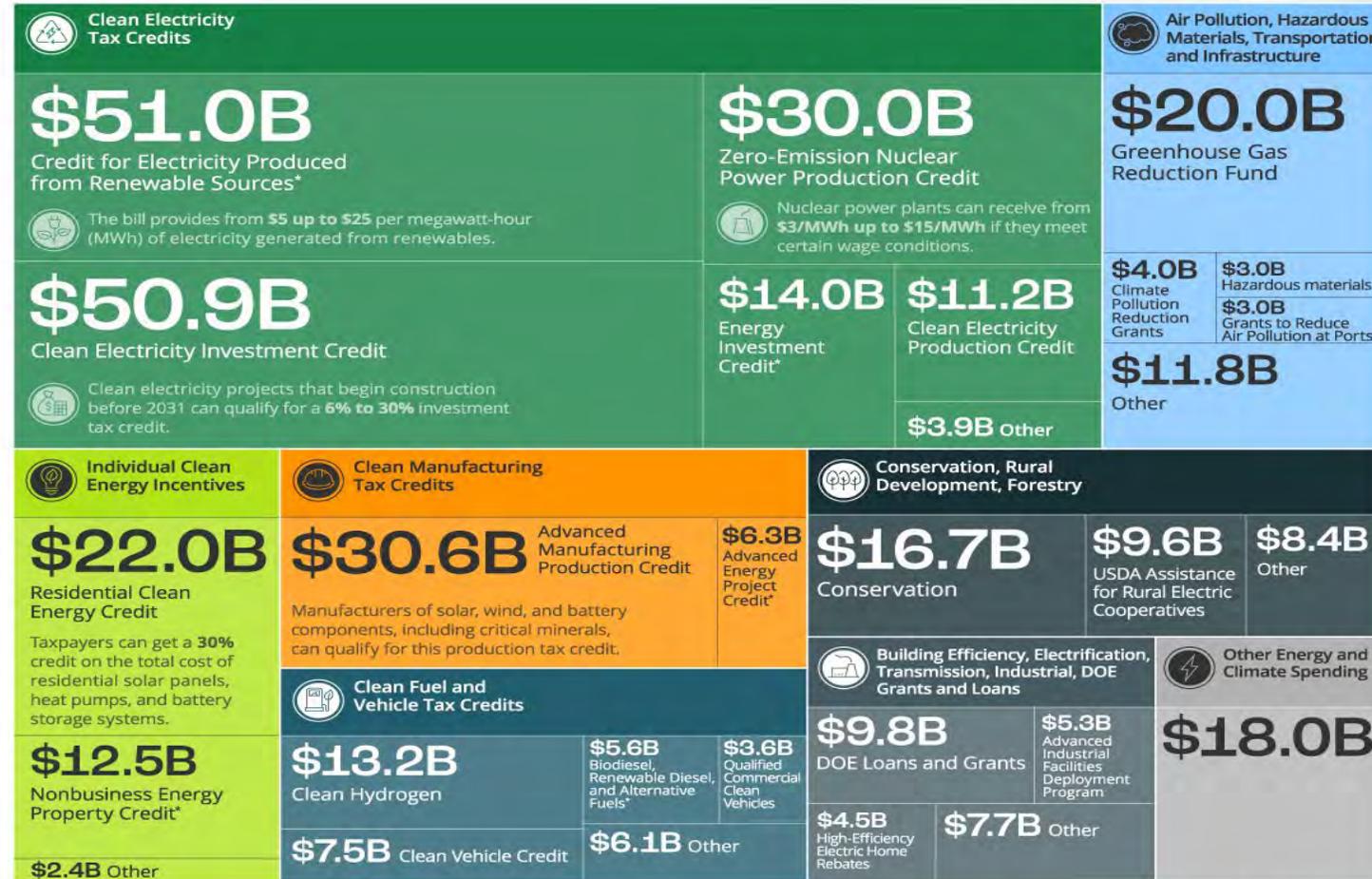
In the Inflation Reduction Act

The Inflation Reduction Act (IRA) is the largest climate legislation in U.S. history.

Here's a breakdown of all the clean energy and climate funding in the IRA.

Estimated Spending
(2022–2031) USD

Total Spending (2022–2031) **\$392.5B**



Source: Congressional Budget Office

*Indicates extensions or modifications of existing credits

Engaging communities and business:
Inflation Reduction Act (The Lungs)



Learn more about how electric utilities and the power sector can lead on the path toward decarbonization.
[DecarbonizationReport.com](https://www.DecarbonizationReport.com)

Brought to you in partnership by



Ensuring communities benefit from federal investment: DOE Community Benefits Plan



Community Benefits Plan Implementation

A **Community Benefits Plan (CBP)** is a **new requirement** added to all Funding Opportunity Announcements (FOAs) and Loan Program Office negotiations.

CBP makes up **20 percent** of the overall score of grant & loan application.

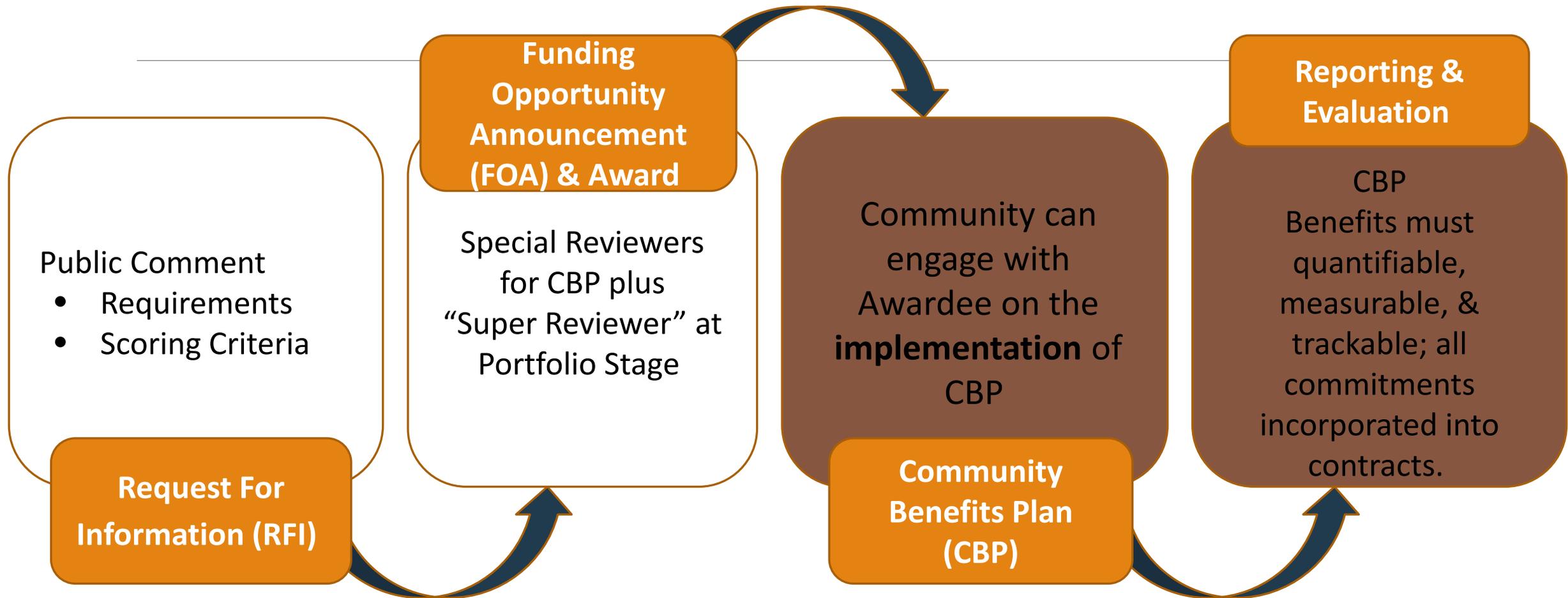
The CBP should outline:

- How the applicant intends to achieve DOE's priority areas of **Justice40, Diversity, Equity, Access & Inclusion (DEIA) & Quality Jobs**; and
- A **Specific, Measurable, Assignable, Realistic, & Time-Based (SMART)** milestone, **per budget period**, to measure progress on the proposed CBP actions.

If the project is selected:

- DOE will incorporate the **CBP** into the award and the recipient will be **required** to **implement** the **CBP** as proposed.
- During the life of the award, DOE will **evaluate** the recipient's progress, including as part of the "**Go/No-Go**" review process.

Community Engagement Points in DOE Project Cycle



Community benefits plans = umbrella term

VOLUNTARY COMPANY COMMITMENTS

- Wages, benefits
- Partnership with workforce training organizations
- Hiring community engagement specialists or teams
- Direct support to community groups
- Ongoing community advisory functions

NEGOTIATED, ENFORCEABLE AGREEMENTS WITH COMMUNITIES AND/OR WORKERS

- Community Benefits Agreements
- Impact & Benefits Agreements
- Good Neighbor Agreements
- Project Labor Agreements

These are the

**GOLD
STANDARD**

for CBPs!

Community Benefits Plans reduce risk and enhance project viability

- Reduces risks of opposition and delays
- Maximizes benefits
- Ensures long-term success
- Builds durable support for implementation

“I’m confident that as the American people see and feel the benefits from our efforts to transform America’s economy, lower costs, create jobs, and strengthen our national security, we will build momentum and broaden support for further action.”



MORE RESOURCES

Community Benefits Plans (DOE):

<https://www.energy.gov/infrastructure/about-community-benefits-plans>

White House Climate and Economic Justice Screening Tool:

<https://www.whitehouse.gov/ceq/news-updates/2022/02/18/ceq-publishes-draft-climate-and-economic-justice-screening-tool-key-component-in-the-implementation-of-president-bidens-justice40-initiative/>

Thank you!



BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

AGENDA: 3.C.

Community Advisory Council's Environmental Justice Action Planning

**Board of Directors Retreat
January 31, 2024**

**Vernice Miller-Travis, Executive Vice President, The Metropolitan Group
Latasha Washington and Kevin Jefferson, CAC Co-Chairs**

Presentation Outcome



The Board of Directors will:

- Receive an update from the Community Advisory Council (CAC)'s Environmental Justice (EJ) Policy Ad Hoc Committee and The Metropolitan Group consultants on the development of an Air District EJ Action Plan
- Review the 2023 EJ process and inputs that went into the development of the EJ Priorities which will be used as a foundational guide for EJ strategies in the Strategic Plan and the EJ Action Plan

Presentation Outline



- The Metropolitan Group's role in the Air District's Environmental Justice (EJ) Policy and Action Plan development
- EJ Action Plan project timeline and phases
- Key stakeholders and data input into the EJ Priorities and EJ Action Plan development
- Next steps for EJ Action Planning, including informing strategies for the Strategic Plan

Presentation Requested Action



- None – Informational Presentation

Environmental Justice Perspectives from The Metropolitan Group



- **Metropolitan Group (MG)** is a social change agency supporting the Air District's Environmental Justice Action Plan project. MG provides strategic and creative services to amplify the power of voice of change agents in building a just and sustainable world.
- **Vernice Miller-Travis** leads MG's Environmental Justice Focus Area. She is one of the nation's pioneering and most respected thought leaders on environmental justice and the interplay of civil rights and environmental policy.

Environmental Justice Perspectives from The Metropolitan Group



- **Key and timely opportunities for the Air District:**
 - **National momentum on Environmental Justice (EJ)**
 - Air District can be a leader in EJ solutions.
 - CAC to offer key leadership and guidance on how to integrate EJ meaningfully and effectively into the work of the Air District.
 - **The Air District's Strategic Planning process:**
 - A key opportunity to align the agency's strategic goals with EJ and to institutionalize the changes communities are seeking.

BAAQMD Environmental Justice (EJ) Action Plan: Development Process and Timeline



Importance of an EJ-oriented Process



- Importance of gathering potential EJ action ideas from both the CAC and District staff in order to inform the scope and prioritization of strategies
- Co-Chairs share their perspectives on the shared-learning phase and the importance of an Environmental Justice process in developing the EJ Action Plan

Inputs for the EJ Priorities Development

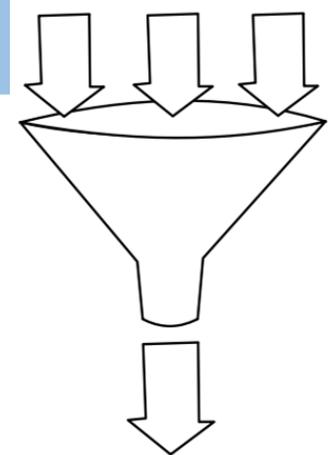


Desired Impacts of an EJ Action Plan

1. EJ Ad Hoc's activity summaries
2. CAC Retreat's prioritization activity on desired impacts

Conversations between EJ Ad Hoc & Division Directors and staff
(Oct. 16, 2023 meeting)

Key themes from 14 interviews by Met Group with DEOs, Directors and Staff



Draft EJ Priorities

Sept. CAC Retreat Prioritization Activity



Environmental Justice Priorities



- The EJ Priorities will serve as a foundational guide for the development of Goals and Strategies in both the EJ Action Plan and the Strategic Plan
- EJ Strategies and more detailed, measurable EJ Actions are to be developed via EJ Policy Ad Hoc Committee meetings with Division staff as well as District staff workshops led by consultants in early 2024

Environmental Justice Priorities (cont.)



1. To advance Environmental Justice effectively over the long-term, the Air District must practice restorative justice by creating agency-wide policies, practices, procedures, and norms that both recognize the trauma and adverse health impacts caused by environmental racism and honor the emotional work and investment of time that is required for staff and community leaders to work together effectively in advancing Environmental Justice.
 - a. The Air District must value the voices, lived experience, and leadership of Environmental Justice communities, develop respectful relationships and partnerships with these communities, hire from these communities, view these communities as a resource, provide compensation for their time and expertise, gather their input, use that input to directly inform decision-making, and establish formal participatory processes for addressing and implementing community input and increasing agency accountability to communities.

Environmental Justice Priorities (cont.)



1. (cont.)

b. The field of Environmental Justice is inherently intersectional and interdisciplinary. Therefore, the Air District must dismantle internal silos by reorganizing and restructuring to build an agency structure and culture that supports cross-divisional work.

c. For staff to better enact Environmental Justice, the Air District must cultivate a culture of innovation, embrace learning by doing, and adopt clear definitions for Environmental Justice and Equity (and related terms) that are grounded in community input.

Environmental Justice Priorities (cont.)



2. For staff and community leaders to have the meaningful agency support needed to advance Environmental Justice, Air District leadership must:
 - a. Provide a strong vision and set a clear tone for achieving Environmental Justice and ensuring that communities of concern breathe clean air;
 - b. Lead the revision of internal policies, practices, and procedures with an Equity lens; and
 - c. Lead the revision of mission-related policies, practices, and procedures with an Environmental Justice lens.

Environmental Justice Priorities (cont.)



3. The Air District must prioritize incorporating into its core functions the following Environmental Justice considerations:
 - a. Community-based science and real-time air monitoring and data collection;
 - b. Public health considerations;
 - c. Cumulative impact analysis;
 - d. Disparate impact analysis and civil rights compliance; and
 - e. Recognition of historical impacts and damages as well as the need for restorative steps.

Environmental Justice Priorities (cont.)



4. The Air District must create and implement a strategy for incorporating Environmental Justice best practices and innovation into its day-to-day operations and core functions -- including data collection and analysis, measurement and monitoring, permitting, CEQA analysis, inspections, enforcement, legal actions including litigation, mitigation, planning, rulemaking and incentives funding.
5. The Air District must communicate with clarity, transparency, and integrity to Environmental Justice communities about the agency's role, responsibilities, and limitations, as well as where there is room to grow, improve, and bring about transformational change within the agency's regulatory charge.

Environmental Justice Priorities (cont.)



6. The Air District must invest in growing the capacity of staff and Board members to integrate Environmental Justice into their day-to-day roles and responsibilities, developing buy-in at the middle management level on new policies, practices, and procedures, establishing Environmental Justice as a core competency for staff, prioritizing hiring, retention and promotion of staff with lived experience living in and/or working in frontline EJ communities, and ensuring that staff and leadership at all levels of the agency reflect the diversity of the communities the agency serves.

Environmental Justice Priorities (cont.)



7. The Air District must invest in growing the capacity of Environmental Justice communities and organizations to work effectively with the Air District on systemic change, in creating economic benefits and workforce opportunities in these communities, and in enabling these communities to access and manage resources to address disparities.

8. The Air District must seek appropriate legal remedies, collaborate and coordinate with EJ communities on those remedies, impose high enough penalties, reach deterrence-based outcomes with violators, and ensure that Environmental Justice communities benefit from and have a say in the use of related funds.

Environmental Justice Priorities (cont.)



9. The Air District must provide technical assistance to local governments to enable them to more effectively incorporate EJ analysis into their local land use, planning and zoning decision-making and permitting practices, and must also weigh in on the Environmental Justice Frameworks being developed by cities and counties in the nine Bay Area County Jurisdictions as part of their General Plan, to integrate EJ Policy and help establish a plan for implementation and enforcement.



Discussion

About IFTF

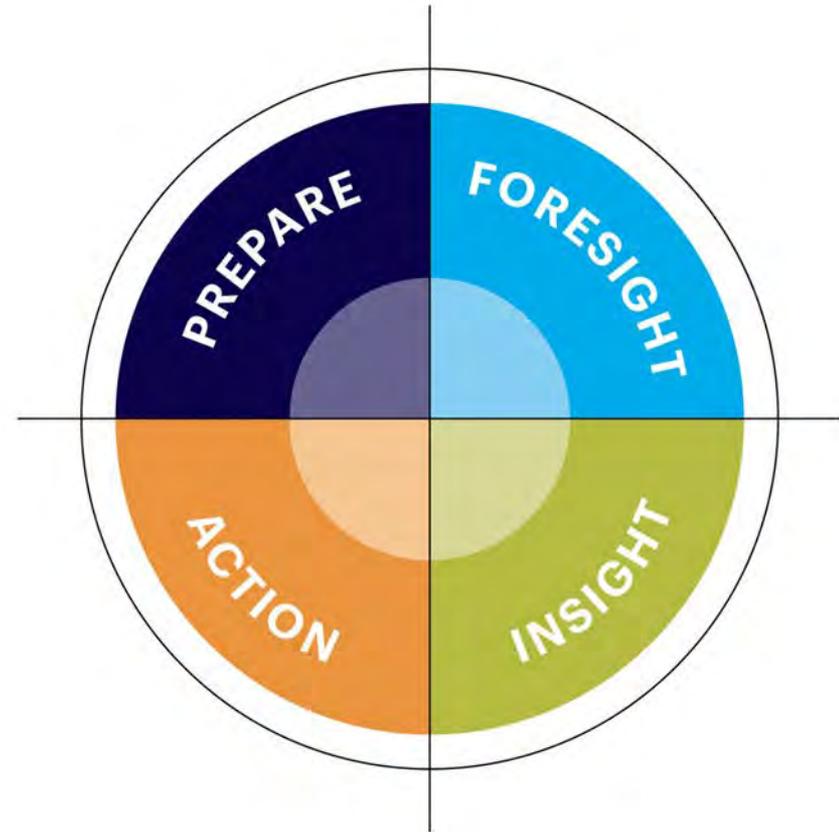
Key Concept: Cone of Possibility

Tour of Space

Signals of Change

Headline the Future

Fellows Class Photo



“If we have any hopes of fundamentally breaking away from the patterns of the past and rupturing the inadequate present, the future can no longer be envisioned only by those with the privilege of time and space to imagine.”

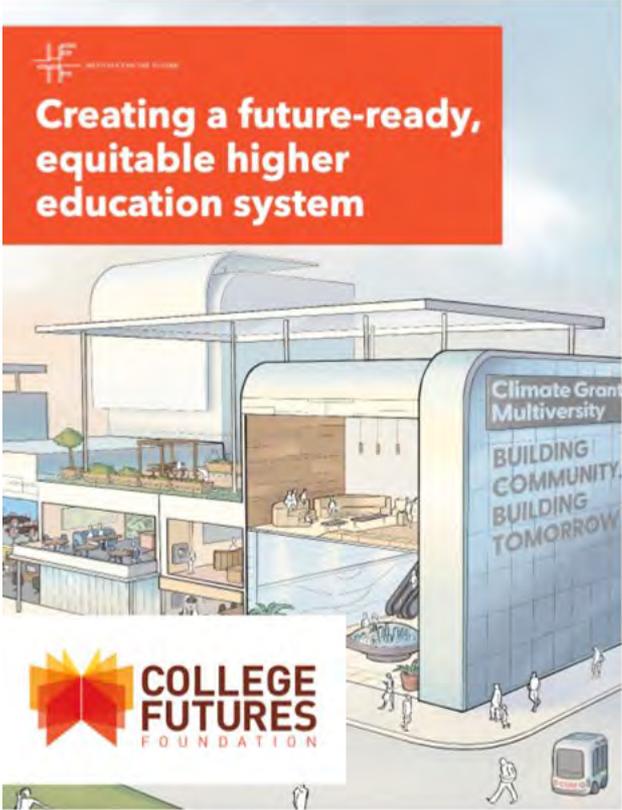
Rasheedah Phillips,
Director of Housing at Policy Link
on the podcast *Radical Imagination*



“The future is
already here.
It's just not very
evenly distributed.”

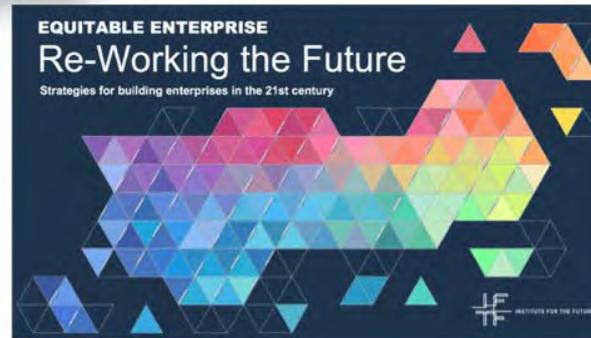
— William Gibson

Relevant Recent Research

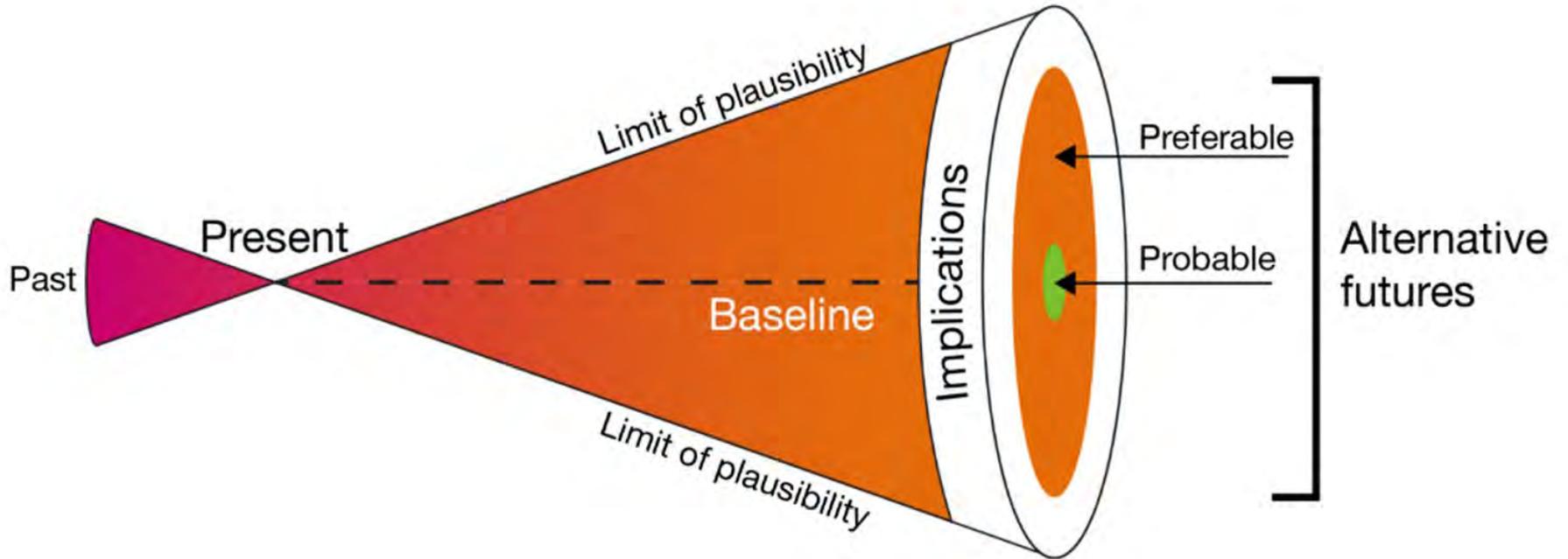


Future of Work
Commission

Relevant Recent Research

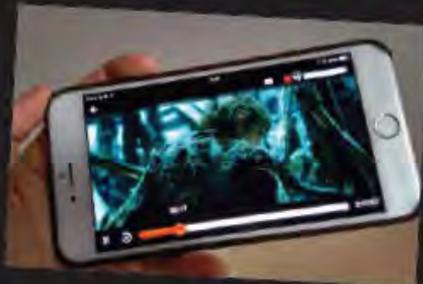


The Cone of Possibility



Source: Emmons, Kent & Ricketts (2019)

Brief
descriptions
of potential
home information
services, 1971



1. **CASHLESS-SOCIETY TRANSACTIONS:** Recording of any financial transactions with a hard copy output to buyer and seller, a permanent record and updating of balance in computer memory.
2. **DEDICATED NEWSPAPER:** A set of pages with printed and graphic information, possibly including photographs, the organization of which has been predetermined by the user to suit his preferences
3. **COMPUTER-AIDED SCHOOL INSTRUCTION:** At the very minimum, the computer determines the day's assignment for each pupil and, at the end of the day, receives the day's progress report. At its most complex, such a service would use a real-time, interactive video color display with voice input and output and an appropriate program suited to each pupil's progress and temperament.
4. **SHOPPING TRANSACTIONS (STORE CATALOGS):** Interactive programs, perhaps video-assisted, which describe or show goods at request of the buyer, advise him of the price, location delivery time, etc.
5. **PERSON-TO-PERSON (PAID WORK AT HOME):** Switched video and facsimile service substituting for normal day's contacts of a middle-class managerial personnel where daily contacts are of mostly routine nature. May also apply to contacts with the public of the receptionist, doctor, or his assistant.
6. **PLAYS AND MOVIES FROM A VIDEO LIBRARY:** Selection of all plays and movies. Color and good sound are required.
7. **COMPUTER TUTOR:** From a library of self-help programs available, a computer, in an interactive mode, will coach the pupil (typically adult) in the chosen subject.
8. **MESSAGE RECORDING:** Probably of currently available type but may

**“Any useful
statement about
the future should at
first appear
ridiculous.”**

— Jim Dator

Strategic foresight is a set of tools, processes and mindsets to inform decision -making under conditions of uncertainty.



“The Future of Climate Action” map

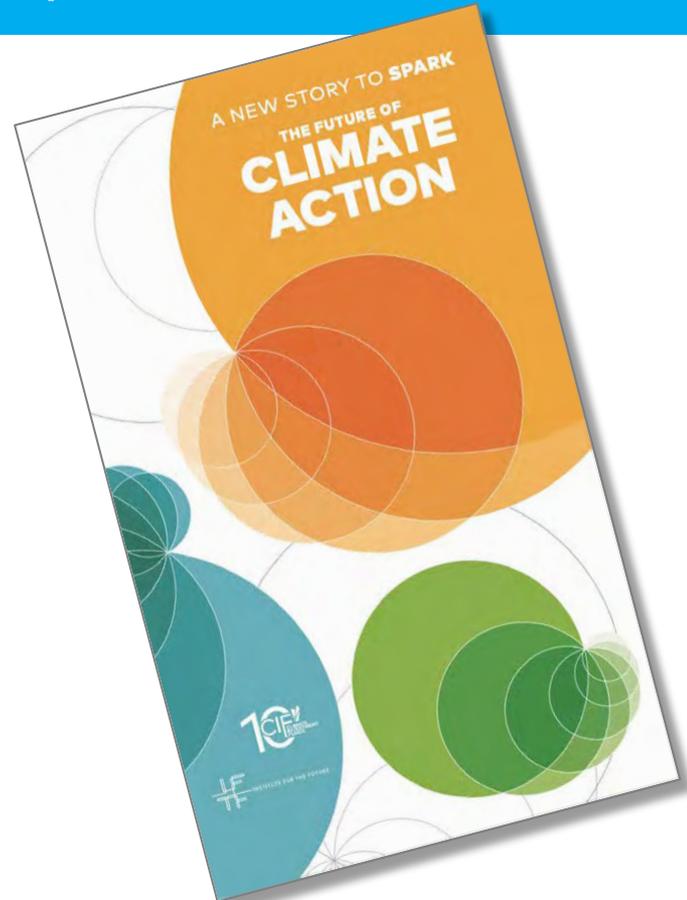
Three different kinds of forecasts:

1) External forces - large scale drivers of change

- Six “key drivers shaping the landscape”
- Six “friction points” dragging us back or hampering action

2) **Zones of opportunity,** “new possibility spaces for reframing the narrative”

3) **“What If”** vignettes/mini-scenarios



EXTERNAL FORCES

key drivers shaping the landscape for climate action

These are major developments impacting the larger external environment in which climate action will take place.

extreme megacities

Vast cities will house up to two-thirds of the world's population by 2030, and most of them will be located within 100 kilometers of coastal zones. These urban centers will concentrate the effects of climate disruption such as storm surges, putting trillions of dollars at risk, and will spur a new wave of climate gentrification as the wealthy relocate to safe areas. This will also make municipal governments the frontline for climate efforts, driving subnational and multipolar climate action to new levels.

climate suffering

City dwellers around the globe will suffer cardiovascular and respiratory health conditions caused by dirty emissions from vehicles, factories, and power plants. Deforestation, too much or too little rain, and rising temperatures will push insects and animals into unwanted contact with humans, spreading disease. The elderly will be especially vulnerable. Challenged by personal health consequences, citizens will press for change.

solastalgia

As the severe weather effects of climate change significantly damage iconic cultural sites such as Australia's Great Barrier Reef, as well as coastal habitats and endangered animal species, these losses are likely to trigger widespread "solastalgia"—nostalgia or wistfulness for terrains lost. Just like nostalgia, which scientists have found to create a sense of continuity with the past and greater social connectedness, solastalgia is likely to foster a sense of continuity with earlier terrains and encourage social connectedness among those eager to act together to prevent their destruction.

abundant data for decision making

New sensing technology such as satellite imaging, drone mapping, and ocean sensors will provide a view of our planet at extraordinary resolution. The ability to track consumption, production, and weather patterns at new scales will make previously invisible impacts of climate change visible. Embedding digital intelligence in our physical environment—from self-driving cars to phones that track air quality—will allow real-time analysis for decision making.

new authorities, new power dynamics

How we influence at scale and who has the ability to do so will shift as new media platforms enable individuals to project their voices to millions and geopolitical changes give rise to new economic power centers. Old power, held by a few and jealously guarded, closed, inaccessible, and leader-driven, will give way to new power, which is made by many, open, participatory, and peer-driven, in the words of activist authors Jeremy Heiman and Henry Timms. The new power dynamics will open up new opportunities for climate action at all levels—local, global, civic, and institutional.

technologies of decentralization

The next decade will see the steady rise of tools—such as blockchain, grid edge, and crowdsourcing—that cut out unnecessary middlemen and empower network edges. Blockchain will be used not simply as digital currency but for "smart" peer-to-peer and peer-to-market contracts, and will fuel new experiments in secure identity, distributed ownership, and financial transactions. These tools will push us to rethink scale, enabling investment and insurance for more local, less mainstream climate projects.

Forecast type 1: external forces

“Key drivers shaping the landscape for climate action”

- Extreme megacities
- Climate suffering
- Solastalgia
- Abundant data for decision making
- New authorities, new power dynamics
- Technologies of decentralization

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Sample external force: "Climate suffering"

Key Points:

- *City dwellers around the globe will suffer cardiovascular and respiratory health conditions caused by dirty emissions from vehicles, factories, and power plants.*
- *Deforestation, too much or too little rain, and rising temperatures will push insects and animals into unwanted contact with humans, spreading disease.*
- *The elderly will be especially vulnerable.*
- *Challenged by personal health consequences, citizens will press for change.*

Based on research, backed up with quant and qual data.



FRICION POINTS

obstacles hampering
climate change action

We need to write a new narrative of climate change action. A narrative that compels, empowers, and attracts people across industries and geographies to think of climate change not as an intractable problem, but as a space for innovative solutions. This map helps to navigate this space by examining all the influential elements of the next decade of climate action, including the Friction Points that interfere with climate action responses.

LEGACY ENERGY

Fossil fuel-based patterns of consumption and approaches to economic growth are deeply embedded in national political and regulatory systems. Decarbonization won't happen without a fight.

SHORT-TERMISM

The natural human tendency to focus on the here and now gets amplified by climate-related fear, passivity, and apathy, that drown out long-term thinking.

RISE IN DISPOSABLE INCOMES

Economic growth brings with it rising demands for all types of consumer goods, putting increasing strain on resources and expanding outputs of CO₂.

ATTENTION SCARCITY

As we become increasingly overwhelmed by rapid, flashy media cycles and addictive entertainment, it becomes more and more difficult for climate dangers to break through the noise.

FACT RESISTANCE

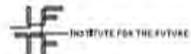
Science, journalism, and other fact-gathering institutions are challenged by rampant misinformation, that turns policy debates into polarized shouting matches.

PROTECTIONISM

Economic and political nationalism reduce the public appetite for financing cross-border solutions to planet-scale problems.



www.climateinvestmentfunds.org



Forecast type 1: external forces

“FRICION POINTS...hampering action”

- Legacy energy
- Short -termism
- Rise in disposable incomes
- Attention scarcity
- Fact resistance
- Protectionism



FRICION POINTS

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The natural human tendency to focus on the here and now gets amplified by climate-related fear, passivity, and apathy, that drown out long-term thinking.

RISE IN DISPOSABLE INCOMES

Economic growth brings with it rising demands for all types of consumer goods, putting increasing strain on resources and expanding outputs of CO₂.

ATTENTION SCARCITY

As we become increasingly overwhelmed by rapid, flashy media cycles and addictive entertainment, it becomes more and more difficult for climate dangers to break through the noise.

FACT RESISTANCE

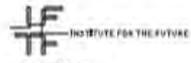
Science, journalism, and other fact-gathering institutions are challenged by rampant misinformation, that turns policy debates into polarized shouting matches.

PROTECTIONISM

Economic and political nationalism reduce the public appetite for financing cross-border solutions to planet-scale problems.



www.climateinvestmentfunds.org



Example friction point

Rise in disposable income

Forecast format: title + 1 sentence

- *Economic growth brings with it rising demands for all types of consumer goods, putting increasing strain on resources and expanding outputs of CO₂.*

Based on research, backed up with quant and qual data.

Example “zone of opportunity” forecast —part 1

Forecast format: Title and “from -to” summary
tagline + 4 sentence narrative + “New Forms of
Climate Action” + “New Climate Actors”

WOMEN AS CLIMATE ACTION LEADERS *from traditional gender roles to empowered representation*

Women are disproportionately impacted by climate change —an outsized number of climate migrants are women, as just one example —and they are also critical to taking action on climate change. In the next decade, as high-level policymakers, they will be responsible for increased international cooperation. In rural and developing communities, they will leverage social and familial roles to change public sentiment on climate action. Communities and frameworks that tap into the organizing ability and knowledge capital of women will succeed better at climate action efforts than those that continue the status quo of underrepresentation.



WOMEN AS CLIMATE ACTION LEADERS
from traditional gender roles to
empowered representation

Women are disproportionately impacted by climate change—an outsized number of climate migrants are women, as just one example—and they are also critical to taking action on climate change. In the next decade, as high-level policymakers, they will be responsible for increased international cooperation. In rural and developing communities, they will leverage social and familial roles to change public sentiment on climate action. Communities and frameworks that tap into the organizing ability and knowledge capital of women will succeed better at climate action efforts than those that continue the status quo of underrepresentation.

NEW FORMS OF CLIMATE ACTION:

- Seeking out and empowering women in climate action leadership positions; supporting women as local and ground-level influencers

NEW CLIMATE ACTORS:

- Female politicians, female community organizers, women-led organizations

Plus: two signals of change

WOMEN AS CLIMATE ACTION LEADERS

from traditional gender roles to empowered representation

Signal 1: Study of 130 countries found that women in government leadership positions are more likely than men to sign on to international treaties taking action on climate change.

Signal 2: Sudanese NGO trains traditionally excluded women in conservation and agricultural techniques.

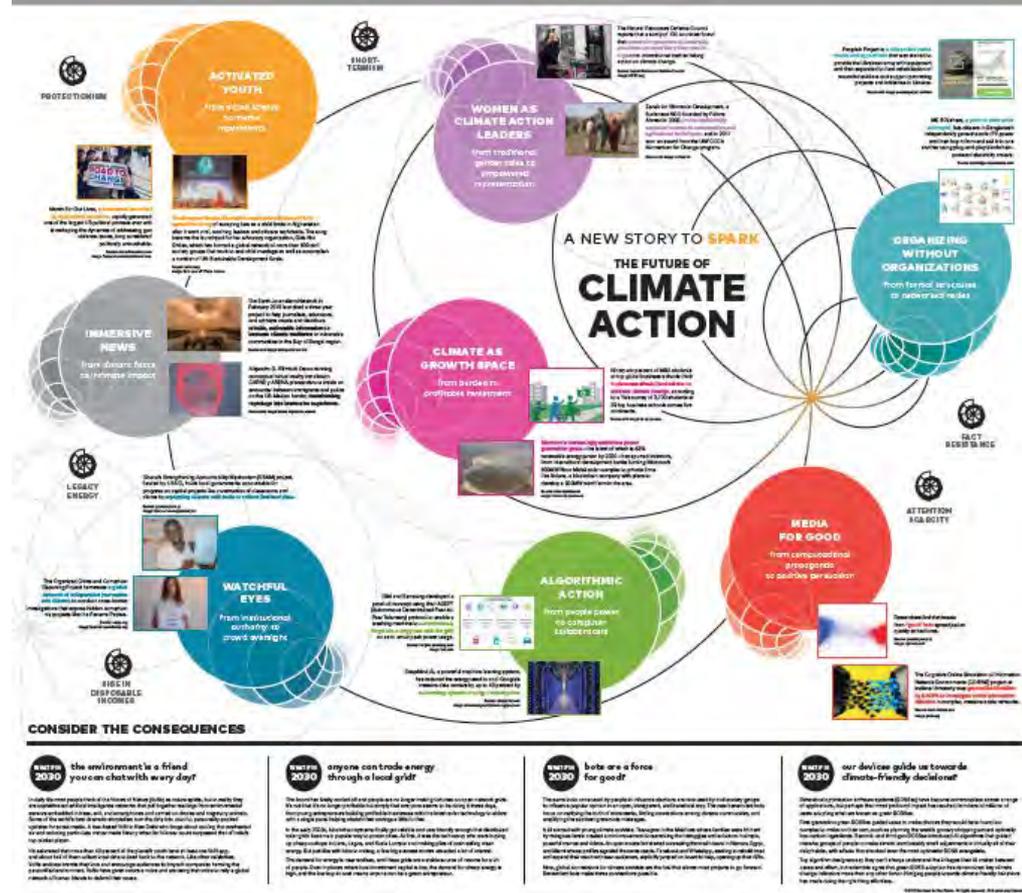
WOMEN AS CLIMATE ACTION LEADERS
from traditional gender roles to empowered representation

The Natural Resources Defense Council reports that a study of 130 countries found that women in government leadership positions are more likely than men to sign on to international treaties taking action on climate change.
Source: Natural Resources Defense Council
Image: NRDC.org

Zenab for Women in Development, a Sudanese NGO founded by Fatima Ahmed in 2000, trains traditionally excluded women in conservation and agricultural techniques, and in 2017 won an award from the UNFCCC's Momentum for Change program.
Source and Image: unfccc.int

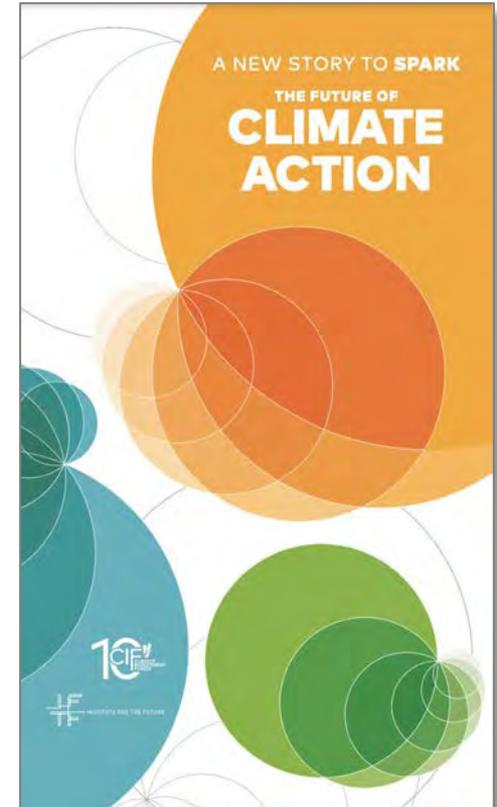
Forecast type 3: "WHAT IF" mini -scenarios

- WHAT IF in 2030...the environment is a friend you can chat with every day?
- WHAT IF in 2030...anyone can trade energy, through a local grid?
- WHAT IF in 2030...bots are a force for good?
- WHAT IF in 2030...our devices guide us toward climate -friendly decisions?

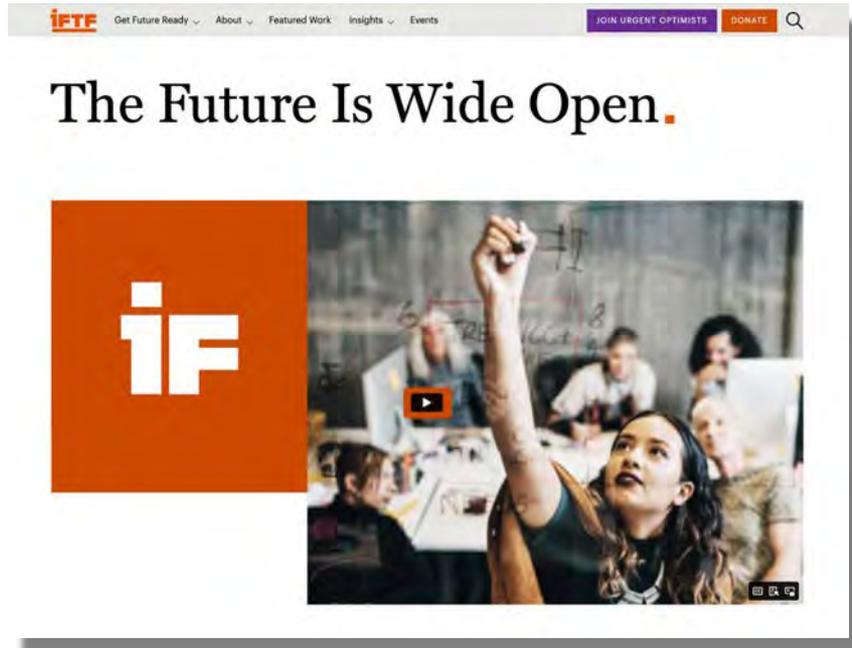


A New Story to Spark the Future of Climate Action

www.iftf.org/projects/climate-action-2030/



Sign up for our newsletter



IFTF.ORG / SUBSCRIBE

“ Remember to imagine and craft the worlds you cannot live without, just as you dismantle the worlds you cannot live within.”

—Ruha Benjamin
Professor, Author and Entrepreneur





Strategic Planning

January 31, 2024 | 90 minutes

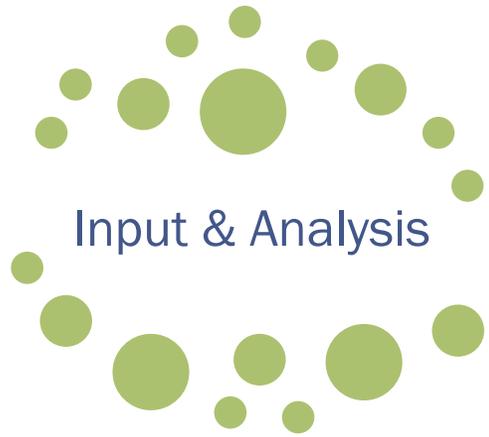


Innovation.
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Meeting Objectives

- Present Engagement Results
- Review Draft Framework
- Provide Overview of Integrating EJ Priorities into all Strategic Plan goals
- Discuss Development of EJ Strategies
- Discuss Vision
- Share Next Steps

Strategic Planning Process Update



Draft Mission,
Vision, Goals &
Objectives



Goals, Vision &
Framework
Development



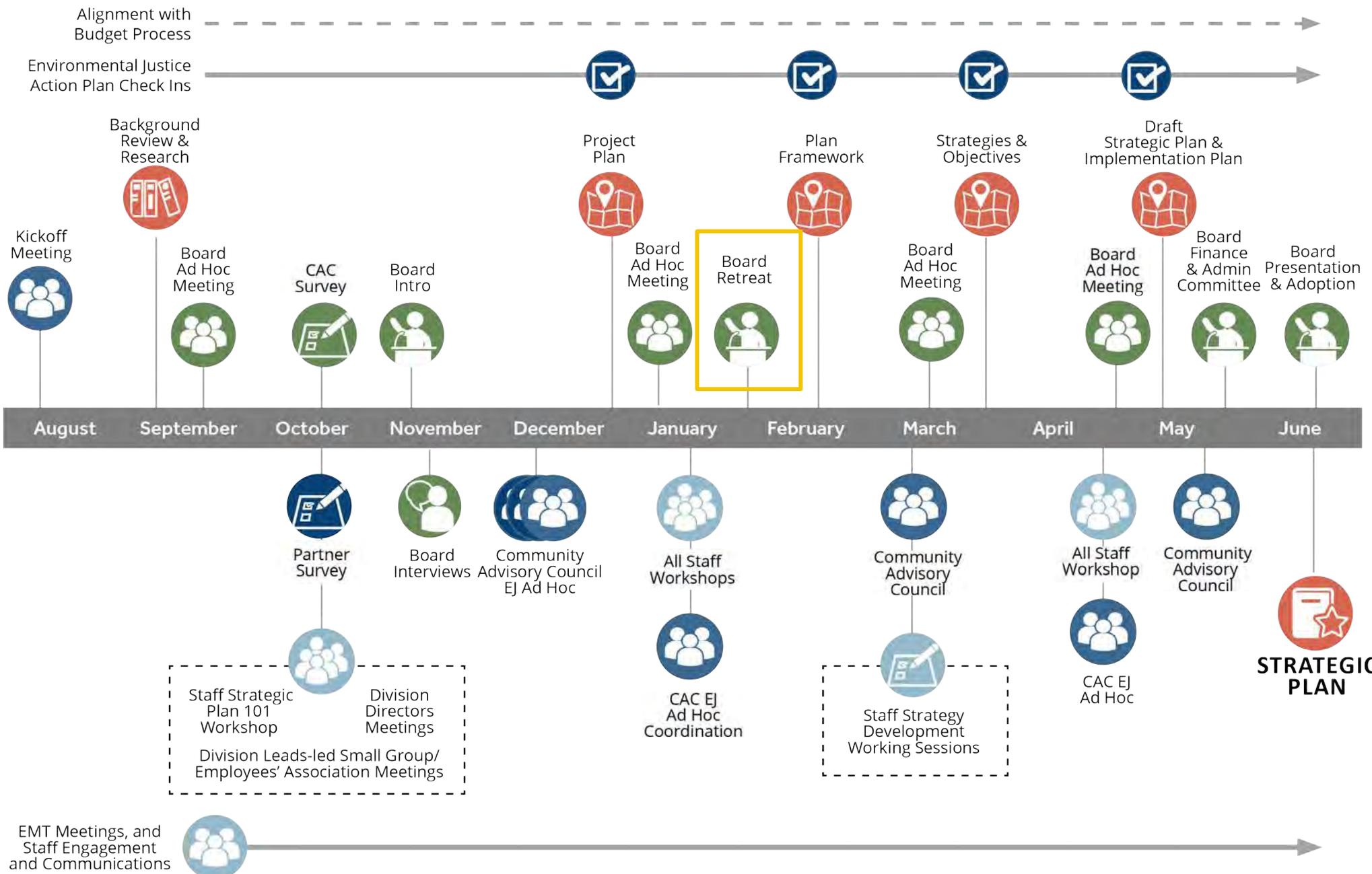
October -
December

December -
January

January - February

February - April

Setting the Context Define the Framework Establish a Path Forward Ensure Results



Engagement Summary and Findings

Engagement Summary



25 Divisional Meetings



Staff Divisional Visioning Exercise



Board Interviews



Board Presentation



Board Ad Hoc Meeting



Partner Survey



Community Advisory Council Survey

Key Engagement Findings

- Advancing and integrating environmental justice and equity
- Increasing transparency and accountability
- Enabling bold and visionary work
- Commitment to strong enforcement program
- Achieving organizational excellence
 - Permitting efficiencies
 - Organizational Culture
 - Siloed Divisions
 - Internal Coordination
 - Outdated Processes and Technology

Key Engagement Findings

- Focusing on what we are doing, why, and monitoring our impact
- Participating actively at the regional, state, and federal levels
- Establishing and maintaining clear priorities
- Continuing strong leadership
- Improving communications
- Building and sustaining partnerships – community and agencies

Draft Strategic Plan Framework

Strategic Plan Definitions

- **Mission:** A long-term statement of purpose, why the organization exists, and why we do what we do.
- **Core Values:** Guiding concepts, beliefs, and principles of the organization.
- **Vision:** An aspirational statement that captures the future of the organization and its impact.

Strategic Plan Definitions

- **Goals:** Priorities for achieving the mission that are outcomes based. High-level, organizational goals that go beyond a single division, department, or program.
- **Strategies:** Specific programs, policies, approaches, and initiatives designed to achieve the stated goal.

Mission

The Air District protects public health and reduces historic and current environmental inequities by improving air quality and addressing climate change in all communities, especially those most impacted by air pollution.

Core Values

Accountability

Collaboration

Environmental Justice

Equity

Excellence

Leadership

5-Year Organizational Vision

Over the next 5 years, the Air District will transform its operations, programs, and priorities to measurably improve air quality and be an innovative leader in equity-centered environmental protection, public health improvement, and climate solutions.

Environmental Justice Priorities

1

Advance environmental justice

2

Deliver exemplary services with transparency and accountability

3

Build and maintain an agency characterized by organizational excellence and centered on diversity, equity, inclusion

4

Reduce air pollution, protect public health, and mitigate climate change

Environmental Justice Action Plan

- An EJ Policy Ad Hoc Committee of the Community Advisory Council has been discussing considerations for an EJ Action Plan since December 2022
 - Will inform the development and selection of strategies within the Strategic Plan
 - The EJ Action Plan will serve to implement these strategies, which advance each of the Strategic Plan's goals

EJ Priorities

- The Metropolitan Group and Bluepoint Planning consultants started meeting with staff planning teams in September to share frameworks and development plans for the EJ Action Plan and the Strategic Plan.
- The CAC's EJ Policy Ad Hoc committee developed nine draft EJ Priorities, which when finalized will serve as a foundational guide for the development of EJ-related Goals and Strategies in the Strategic Plan.
- EJ Strategies are being developed via EJ Policy Ad Hoc meetings with Division staff.
- EJ Policy Ad Hoc will provide review and input on additional strategies that are developed by staff through strategic planning meetings, to ensure alignment.

*Current Mission:
The Air District aims
to create a healthy
breathing environment
for every Bay Area
resident while
protecting and
improving public
health, air quality,
and the global climate.*

Draft New Mission

The Air District protects public health and reduces historic and current environmental inequities by improving air quality and addressing climate change in all communities, especially those most impacted by air pollution.

Core Values

Current Core Values



Excellence



Leadership



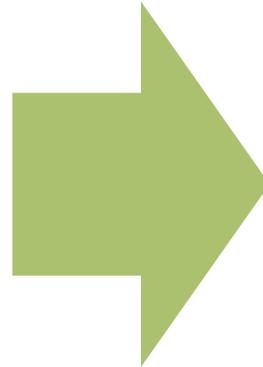
Collaboration



Dedication



Equity



Updated Core Values



Accountability



Collaboration



Environmental Justice



Equity



Excellence



Leadership

Draft Core Values

Accountability: We are dedicated to fostering accountability and serving as responsible stewards of public resources through transparent processes, fair permitting and enforcement, and meaningful community engagement.

Collaboration: We actively engage in collaboration to achieve shared objectives, fostering cooperation both internally and externally.

Environmental Justice: We will integrate environmental justice processes within all aspects of our work and seek enhanced environmental justice outcomes for communities of concern.

Draft Core Values

Equity: We commit to equity and ensuring that our organizational culture fosters a diverse workforce that reflects our communities.

Excellence: Our programs and policies are grounded in law and science, and developed and implemented with technical knowledge, lived experience, and innovative approaches.

Leadership: We are at the forefront of air quality improvement by pioneering new strategies along with deep community engagement and collaboration to achieve clean and healthy air while safeguarding the climate.

Visioning Themes



Draft Vision Statement

Over the next 5 years, the Air District will transform its operations, programs, and priorities to measurably improve air quality and be an innovative leader in equity-centered environmental protection, public health improvement, and climate solutions.

Goal 1

Advance environmental justice by supporting, partnering with, and empowering communities overburdened by pollution to reduce disparities in exposure to air pollution and address historic environmental injustices.

- *Identify and reduce disparities in overburdened communities.*
- *Support, partner with, and empower communities.*
- *Enhance and implement rules, policies, and enforcement actions that recognize and address historic disparities in overburdened communities.*

Goal 2

Deliver exemplary services with transparency and accountability by improving our processes and systems to the highest level, holding ourselves accountable to the public, and being a leader among Bay Area agencies in transparency, communication, and collaboration.

- *Improve the collection, dissemination, and accessibility of data and information.*
- *Improve and enhance permitting analysis, decision-making, and timeliness.*
- *Ensure accountability.*
- *Build relationships with key partners and enhance external communications to achieve our clean air goals.*

Goal 3

Build and maintain an agency characterized by organizational excellence and centered on diversity, equity, inclusion, and belonging, ensuring efficient and effective operations and growing staff's capacity to lead, collaborate, innovate, and maintain its technical expertise.

- *Embody diversity, equity, inclusion, accessibility, and belonging.*
- *Establish a work culture that values our employees.*
- *Promote the “One Air District” concept.*
- *Align resources and budget with goals and priorities.*
- *Use smart processes.*

Goal 4

Reduce air pollution, protect public health, and mitigate climate change using our regulatory authorities, strong enforcement program, incentive programs, and partnerships with local, state, and federal authorities, while incorporating cutting-edge environmental justice approaches into our mission-driven policies and actions.

- *Mitigate climate change and its impacts.*
- *Reduce health impacts of air pollution.*
- *Hold violators accountable.*
- *Enhance partnerships in support of clean air efforts.*

Mission

The Air District protects public health and reduces historic and current environmental inequities by improving air quality and addressing climate change in all communities, especially those most impacted by air pollution.

Core Values

Accountability

Collaboration

Environmental Justice

Equity

Excellence

Leadership

5-Year Organizational Vision

Over the next 5 years, the Air District will transform its operations, programs, and priorities to measurably improve air quality and be an innovative leader in equity-centered environmental protection, public health improvement, and climate solutions.

Environmental Justice Priorities

1

Advance environmental justice

2

Deliver exemplary services with transparency and accountability

3

Build and maintain an agency characterized by organizational excellence and centered on diversity, equity, inclusion

4

Reduce air pollution, protect public health, and mitigate climate change

Questions?

Next Steps

Next Steps

- Framework Revisions, if necessary
- Strategy Development and Refinement
- Continued coordination with Environmental Justice planning process



Strategic Planning

January 31, 2024 | 90 minutes



Innovation.
Empathy.
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Appendix: Additional Engagement Results

Strengths to Continue

- Committed staff with technical knowledge
- Science-based organization
- Well-resourced agency
- Mission-based organization
- Focus on equity
- Respected leader in air quality space
- Promising new leadership
- Good place to work

Weaknesses to Address

- Siloed divisions and poor internal coordination
- Bureaucratic processes that disincentivize innovation and collaboration
- Lack of trust and negative view of workplace culture
- Outdated and tedious systems and technology
- Changing and inconsistent priorities
- Lack of understanding and implementation of Diversity, Equity, and Inclusion
- Insufficient external engagement, particularly with Environmental Justice communities
- Operations concerns – professional development, training, HR, etc.

Opportunities to Embrace

- Realize internal capabilities
- Expand role as a regional leader
- Improve and enhance partnerships
- Bring new people into Air District
- Increase public awareness and transparency
- Embrace and leverage new technology
- Capitalize on new funding opportunities, including climate resiliency

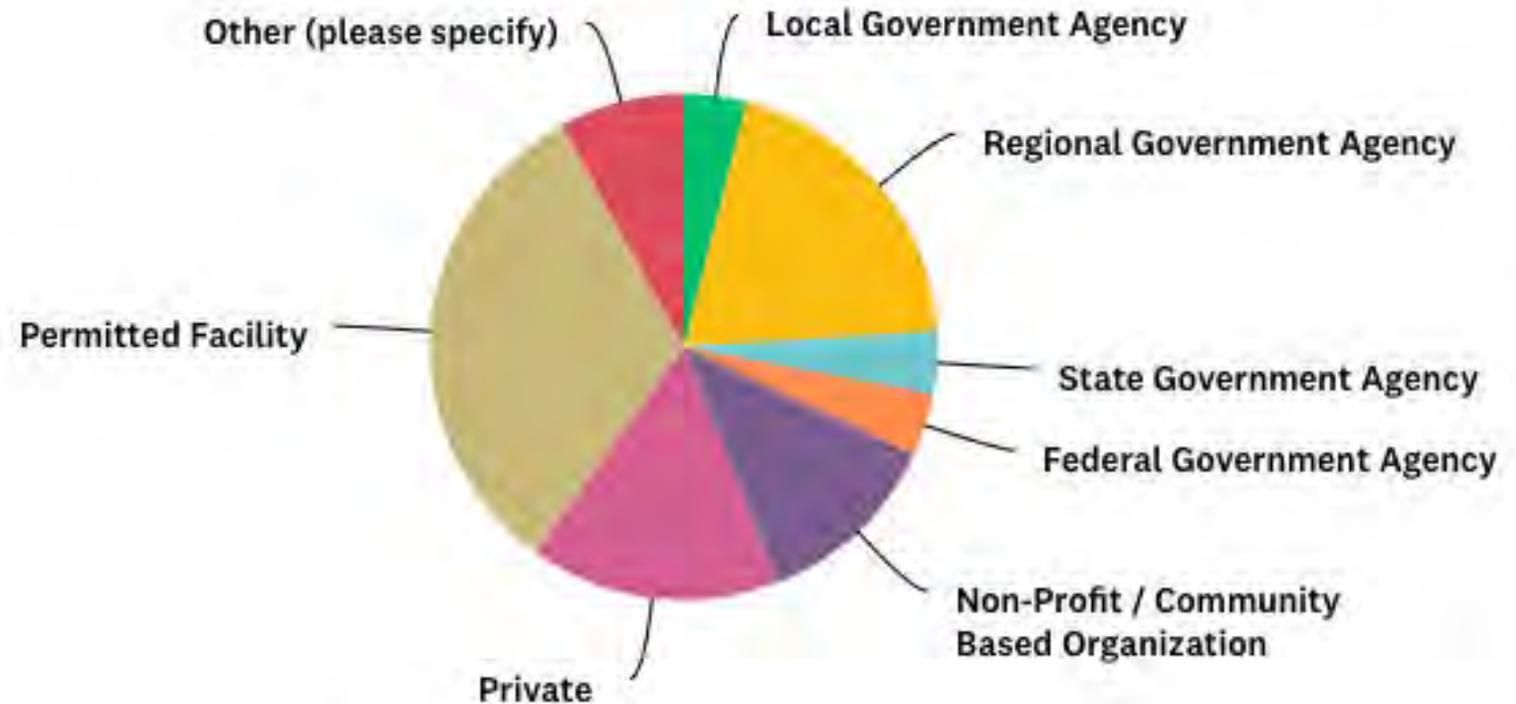
Threats to Consider

- Political uncertainty and changing times
- Limited and rigid regulatory authority
- Disconnect with Board of Directors decision-making
- Poor relationship and reputation with public
- Challenge of maintaining an effective agency

Partners Survey Findings

What type of organization are you affiliated with?

- Sent out to ~45 organizations, such as CARB, MTC/ABAG, 617 Committees, BARC, SPUR, etc.
- Received 25 responses



When you think of the Air District, what 2-3 words come to mind?

Professional,
Creative, Large

Difficult to Manage

Clean Air

Misdirected, Lost
Government

Needs reform

Progressive,
knowledgeable

Professional,
Responsive, Poorly-
Understood

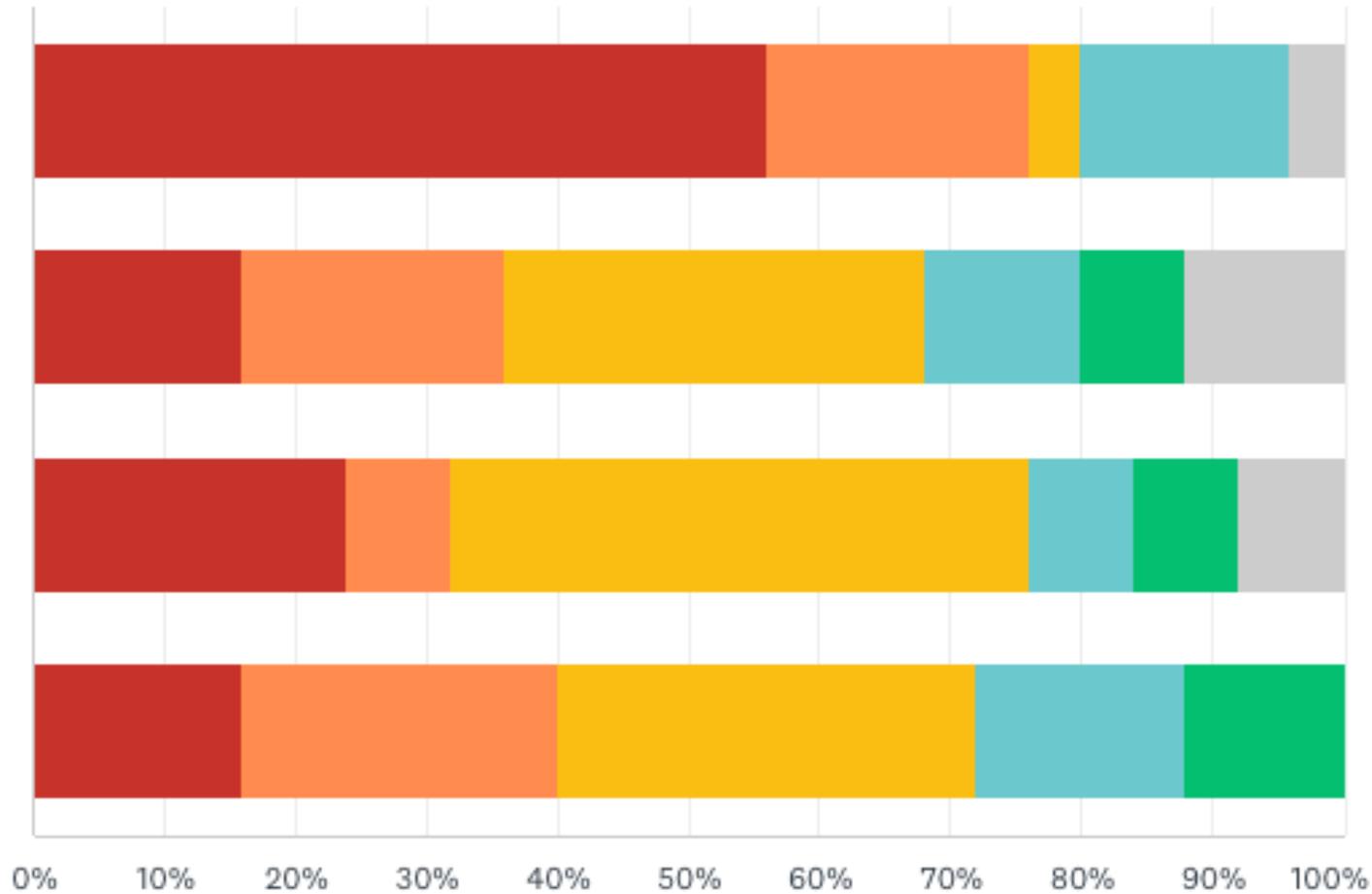
How satisfied are you with the...

Transparency of the Air District's operations and decisions?

Air District's relationship with other agencies, jurisdictions, and organizations?

Air District's relationship to Bay Area communities?

Air District's overall performance?



- Not at all satisfied
- Somewhat Satisfied
- Neutral
- Very Satisfied
- Extremely Satisfied
- Not Applicable

How well do you think the Air District's current work fulfills its mission?

We have communities that we know are in the 90th percentile of air pollution, and yet there is no law that says that you can't add air pollution to those communities. If they are at the top, there should be a ban on adding any additional burdens.

2.8★
average rating



While the mission is clear, some of the processes are challenging, even for public agency partners. Calls for project funding on the regional side are sporadic, making it challenging to coordinate with 40% fund projects. Would appreciate more consistency with funding rounds.

Need to focus on impact of policies and rules on low income residents.

The primary role of the District should be the implementation of science-based regulations that measurably improve health.

Rank the priority of the following areas that the Air District should focus on in the coming years, given its role in the region?



CAC Survey Findings

9 Responses Received

When you think of the Air District, what 2-3 words come to mind?

Room for Improvement

Clean Our Air

Obscure, Environmentalist

Compliance and Enforcement

Status Quo Continuation

Complicated Matter

Environmental Justice and Work from a Traditional Bureaucracy

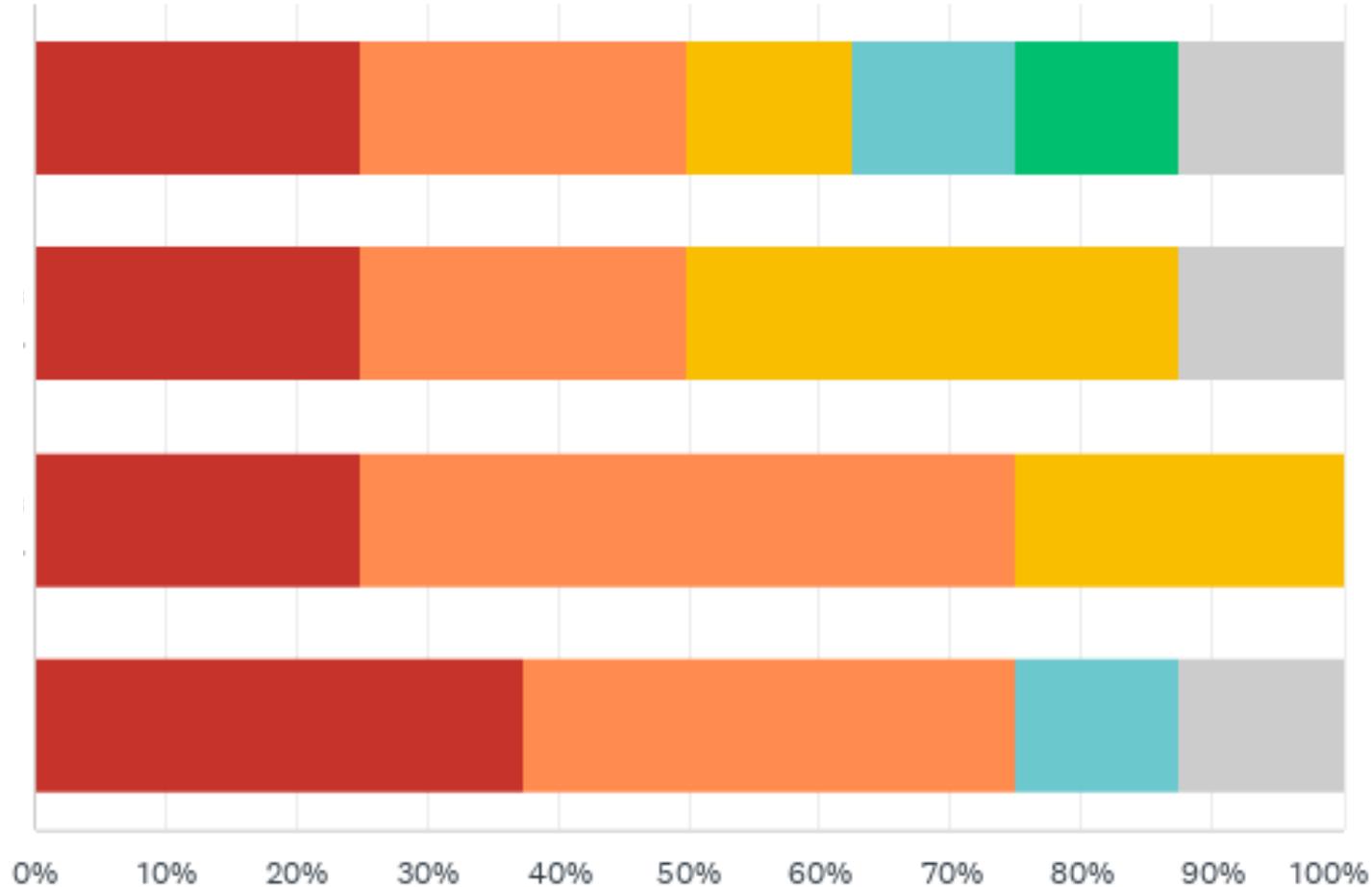
How satisfied are you with the...

Transparency of the Air District's operations and decisions?

Air District's relationship with other agencies, jurisdictions, and organizations?

Air District's relationship to Bay Area communities?

Air District's overall performance?



- Not at all satisfied
- Somewhat Satisfied
- Neutral
- Very Satisfied
- Extremely Satisfied
- Not Applicable

How well do you think the Air District's current work fulfills its mission?

We are all stepping out of our comfort zones for the greater good. Change is hard but inevitable. Especially when what you are fighting for is bigger than you.

Live up to it in words and reality.

2.5★
average rating



Somewhere in the Mission Statement shouldn't there be a commitment to reducing and preventing air pollution? Which would signify a sincere intention to vigorously investigate polluters and enforce compliance to pertinent laws.

Not enough staff with internal experience, expertise of community wellness and health.

Board Interview Findings

Big Themes and Insights

- The Air District is a leader and needs to continue to be bold and visionary
- New leadership and staff are moving in the right direction
- Strong improvements in community engagement, environmental justice, and equity... but need to continue to build responsiveness and trust
- Equity and environmental justice need to be integrated into existing rules, policies, and regulations
- Need for focus on communications externally and internally

Big Themes and Insights

- Need to be clearer about what we are doing and why, and monitor if the work has impact
- Should be at the table - at the regional and state level
 - For climate as well as to get results on rules and regulations
- Permitting and compliance is a critical piece
 - Improvements in holding polluters accountable through enforcement
- Focus for the next one to two years should be organizational development
- Air District needs more of a customer service-oriented mind-set